

THE BISHOP SUTER TRUST

The Suter® | Gallery | Theatre | Store | Cafe

Te Aratoi o Whakatū

STATEMENT OF INTENT 2022/2027

THE BISHOP SUTER TRUST

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1. The Bishop Suter Trust (BST) Statement of Intent 2022-2027

As a Nelson City Council (NCC), council-controlled organisation (CCO) and in accordance with statutory obligations of Schedule 8 Section 64 of the Local Government Act 2002, and in response to the NCC's Statement of Expectation (SoE) for the BST, this Statement of Intent (Sol) is for the forthcoming financial year 2022/23 and the following four financial years, ending 30 June 2027.

The BST is the governance body for The Suter® Art Gallery Te Aratoi o Whakatū and the purpose of this Statement of Intent, is to promote public accountability and it is intended as a base against which performance can be assessed. The five years' financial forecast is aligned with the BST's 5-year strategic plan objectives and targets, and this Sol identifies the funding required to deliver on those objectives and targets, in addition to responding to the NCC's Letter of Expectation.

The BST's core funding is provided by NCC, and Tasman District Council (TDC) also contributes funding. BST services are provided with a combined Nelson and Tasman regional focus; and align with both Councils' joint community outcomes as outlined in their respective LTPs.

1.1. Executive Summary: The Suter®, a destination where art matters

The Trust's aspiration is to be a visual arts destination of the highest quality, where **Art Matters** - a place of relevance and pride for our community and a 'must do' attraction for visitors to the region.

We expect that COVID-19 will continue to have implications for The Suter in the near future, nevertheless we intend to continue to operate as a public art gallery delivering a range of exhibitions, activities, events and structured education programmes. We will develop the collection and have projects underway including The Suter's Tasman ArtWalk to increase awareness and enjoyment of this significant community asset.

We have contingency plans that enable us to refocus our exhibitions and events programmes, education delivery and revenue expectations, if need be, otherwise we intend to rebuild the audience levels and activities that were a feature of pre-COVID times. An advantage of a smaller organisation is the ability to respond and innovate so that we can continue to provide a special place of inspiration, sanctuary and connection for locals as well as being a drawcard, and a reason for people to come to Nelson.

A positive from the pandemic has been the strengthening of collaborations- and we mean to keep on developing these synergies, between our lessees, Nelson Suter Art Society, Friends of The Suter and supporters, iwi, other arts, cultural, tourism and business organisations in our region. This way we will get the most out of all aspects of The Suter whilst also contributing to the Nelson/ Tasman community.

We intend to take a holistic view of sustainability from ensuring that we have sufficient resource in reserve to withstand existential threats, to focussing in on the environmental impact of our activities and those of our business partners. Financial resilience will be achieved by managing our core activities as efficiently and effectively as possible, building revenue streams from both existing and future commercial activities to off-set a significant proportion of the day-to-day operations. Any surplus is channelled into endowment funds to- grow and care for our collection, protect our valued education services, enable special projects and to ensure our facilities are kept well maintained. COVID -19 has and could continue to impact some of our revenue streams, particularly venue hire.

We intend to present an annual programme of changing exhibitions, enhanced with activities that encourage the development of art and its appreciation in the community. Although we have programmed exhibitions for the next 24-30 months ahead, we also build in a degree of flexibility in case we have to review and re-jig aspects of the programme¹. Our contingency strategies include exhibitions that can be called up on short notice, extending exhibition seasons, and creating shows from our collection and/or community. Included in the forward programme are exhibitions that compliment local city or region wide events and festivals. These include local initiatives to profile art forms such as ceramics, jewellery and photography.

We have committed to mounting at least one toi Māori exhibition per annum, including iwi led guest curated exhibitions.

We have been running a series of exhibitions on abstraction, to profile this Suter collection strength, culminating in a quality publication.

We are also looking forwards to participating in a joint exhibition project with the Nelson Provincial Museum drawing upon both their and our collections, to support the Tasman Bay Heritage Trust's ARC project.

We will also develop special exhibitions of top local artists to grow their profile in this region and beyond.

Learning opportunities will be provided for all ages, with an emphasis on providing high quality, structured learning experiences delivering ELC- [Enriching Local Curriculum], which is the new Ministry of Education programme for school students. We would like to increase our Educator led delivery of education programmes from 3 days to 3.5 days per school term week and also intend to enhance our Education Room equipment to enable 'hybrid' teaching.

The Gallery aims to keep growing community hands-on learning with after school and adult art classes, school holiday programmes as well as exploring more community outreach ventures particularly focussing on Tasman District audiences.

The Suter now has a staff member dedicated to marketing and communications enabling regular and more effective promotion via social media channels, our website and various other means, as well as engaging in collaborative promotions with like or partner organisations. We hope to expand our audience base, through our exhibitions, educational activities and by holding special events. Converting visitors to supporters is an aim which may manifest as repeat visitation, joining our Friends of The Suter, getting involved as a volunteer or becoming a Legacy Patron.

We will prudently build the Collection through acquisitions, funded by patronage, benefaction and fundraising and through acceptance of donated art works. The collection is searchable on The Suter's website and we will continue to work on enhancing this feature alongside other projects that get our collection out in front of the public. Our next endeavour, inspired by the success of The Suter Make/Shift Spaces Nelson City Centre Art Walk, is creating an Artwalk in the Tasman region. We will begin in Richmond and then as fundraising and grants allow, extend to Motueka and Takaka.

¹ For example, we have in our plan, exhibitions that feature international artists however ongoing impacts of COVID-19 can affect travel and freight.

Another aspiration is to work towards commissioning major public art works in significant locations that will put The Suter and Nelson ‘on the map’ for art lovers and encourage people to explore the region. First steps include working closely with iwi to develop a kaupapa for this long-term project.

As The Suter will be entering its sixth year since it was redeveloped, we are planning to undertake maintenance and renewal projects as per our Long-Term Maintenance Plan and intend to draw down funds held by NCC and The Suter for this purpose.²

1.2. Organisational description:

The Suter® Art Gallery Te Aratoi o Whakatū is governed by the Bishop Suter Trust, incorporated under the Charitable Trusts Act 1957, and is a not-for-profit entity established to deliver a public art gallery service for residents of Nelson and Tasman and visitors to the region. The Bishop Suter Trust has charitable status with the Inland Revenue Department and is registered with the Charities Commission.

The Suter is a council-controlled organisation whereby the NCC has the right to directly appoint 1 or more of the trustees.

Abbreviations used in this document:			
The Suter® Art Gallery	The Suter®	The Bishop Suter Trust	The Trust
Nelson City Council	NCC	Tasman District Council	TDC
Council Controlled Organisation	CCO	Long Term Council Plan	LTP
Nelson Suter Art Society	NSAS	Ko Te Pouāranga	KTP

2 Nature and Scope of the Activities to be undertaken

The NCC’s expectation is that the activities of The Suter will engage the regional community and provide a service that is of value to that community as both the owners and customers. Further, the NCC expects that the activities of The Suter will support the objectives of the Nelson Tasman Regional Arts Strategy, and Arts, Heritage and Events Activity Management Plan 2021 – 2031.

Also, in line with the NCC’s goal to reduce annual carbon emissions The Trust must ensure its activities are conducted sustainably, consider environmental impacts and instigate mitigations.

The Trust’s kaupapa is described by our Māori name Te Aratoi o Whakatū, which can be interpreted as “the pathway of art for the Nelson region”

Our vision: To be a high quality visitor destination where art matters

² As described in the “Addendum to Heads of Agreement between NCC and The BST (Board) for the redevelopment of the Bishop Suter Art Gallery signed 2 July 2014”

Our purpose: To bring people and art together by honouring our cultural and artistic heritage and proactively bringing innovative, challenging and engaging perspectives to audiences through the collection, exhibitions and education.

Our Values: The following values underpin The Suter®, informing decision making and setting the standard for performance and interactions with our communities of interest:

- Commitment: to Tiriti o Waitangi – the Treaty of Waitangi
- Manaakitanga • Inclusive of Aotearoa | New Zealand’s diverse communities
- Whakahoutanga • Innovative: seeking exciting, imaginative and entrepreneurial approaches to exhibitions, education and community activities
- Whanaungatanga • respectful to all
- Hiranga • excellence and quality approaches to all we do
- Kaitiakitanga • sustainable guardianship: exercising financial, cultural, social and environmental responsibility.

The activities of The Trust are:

- **Kaitiakitanga:** Exercise responsible stewardship of all our resources of The Suter for the benefit of the public now and for the future: assets, people and cultural property
- **Making Art Matter:** -Providing engaging and memorable experiences through:
 - Exhibitions, public programmes and special projects
 - Innovative educational opportunities
 - Collecting, preserving, recording and communicating our cultural and artistic heritage
- **Partnerships:** Developing our audience, patronage and partnerships and maintain partnerships for the mutual benefit of The Suter, the community and allied organisations.

2.2 Key Priorities:

- 1 To be a visual arts destination of the highest quality**
- 2 To inform and engage the public through the visual arts**
- 3 To provide innovative educational opportunities**
- 4 To collect and preserve, record, communicate and display our artistic heritage**
- 5 To develop partnerships that grow The Suter.**

2.2.1. To operate a visual arts destination of the highest quality

To be achieved by:

- Optimising the use of The Suter’s facilities and resources, in order to achieve its objectives.
- Working in partnership with key stakeholders and other potential funders and supporters to realize objectives.

- Undertaking arts related activities and methods of marketing that will attract and engage the public, increasing visitor numbers.
- Building the capability of the organisation: people, facilities, funding streams and processes - to ensure resilience, operational sustainability and programme innovation.
- Actively identifying and addressing risks through adaptation, mitigation or elimination including cyber threats, climate change, health & safety and to resourcing.
- Improving our carbon footprint by implementing sustainability and waste minimisation measures.
- Ensuring our facilities, plant and equipment are fit for purpose through maintenance and renewals as per The Suter's Long Term Maintenance Plan

Identification of Risks and mitigation strategies: The Suter has a comprehensive Risk Management Framework and Register in place. This standing agenda item of the BST Audit Risk & Remuneration Committee is continually reviewed, to ensure currency, that risks and hazards are identified, and strategies and interventions are developed to eliminate, mitigate or minimise these: **Appendix IV** summarizes the Register which covers resourcing, reputation, cyber, assets including building and collection, health and safety, natural and external threats.

Audience generation: Marketing and promotion is focussed on generating awareness of The Suter as a visitor attraction, letting people know 'what's on' and what's coming up; encouraging revenue generation, benefaction and support. It is also about growing a committed audience base.

This is achieved on-line and via social media channels, in addition to promotion in arts publications, in tourism related media, through events and in conjunction with other cultural or tourism organisations. Our plan considers the need to grow visitor segments including from the wider Tasman region, domestic and international visitors once the borders re-open.

Effort is going into encouraging return visitation and converting visitors into committed supporters through communication such as e-newsletters and social media, memberships (Friends and Patrons), volunteering and benefaction.

An emphasis will be on building partnerships and other supportive relationships and acknowledging this through special sponsors' events, activities and involvement.

A key objective is to **build revenue generating opportunities** including retail in The Suter Shop; classes and other activities and services, re-invigorating venue hire using the Jane Evans Foyer, The Suter Theatre and other spaces in the complex.

The Suter is open every day except New Year's Day, Good Friday and Christmas Day, the exhibition galleries from 9.30am – 4.30pm. Other aspects of the facilities may however, be variously in use from 8am – 11.30pm.

2.2.2. To inform and engage the public through the visual arts

To be achieved by:

- Providing a programme of exhibitions that appeal to a variety of audiences, and that present the visual arts in its many forms by local, national and where possible, international artists.

The Suter provides a programme of regularly changing exhibitions and these are mounted in 3 large exhibition galleries, the intimate Contemplation Gallery and in other spaces inside and outside the building.³ In 2022/23, as part of our exhibition programme, we will continue our abstraction series of exhibitions, mount exhibitions by international artists⁴, and hold the second in a series of iwi led Toi Māori exhibitions. We will host an exhibition of paintings by Rita Angus toured by Te Papa in late 2022 and over summer 2022/23, a major survey exhibition of ceramics by locally based artist Daryl Frost will feature. A co-curated exhibition showcasing items from Nelson Provincial Museum and The Suter's collection is also in the planning. We will also begin developing exhibitions to complement Te Ramaroa (2023) and for the two signature Suter biennale exhibitions- The Suter Contemporary Art Project and *Fire & Earth* Top of The South ceramics which will run over summer 2023/24. The work of Nelson/Tasman region artists profiled in solo survey exhibitions will be supported with catalogues.

2.2.3. To provide innovative educational opportunities

- Encouraging life-long learning by being a respected provider of curriculum relevant learning experiences for the school sector, and provider of visual arts experiences for diverse audiences.

The Suter has a very well-regarded education service, that offers curriculum related and structured learning programmes for 0-13 students of the Nelson/Tasman region^{5,6} based on Suter exhibitions, site, history, collection, and the local environment.

In 2022/23 we want to increase our education programme delivery from 3 days to 3.5 days per week per school term, as well as develop new hybrid delivery modes of teaching. The Suter tendered for an Enriching Local Curriculum [ELC] contract with the Ministry of Education and was successful in securing a 3.5 year contract. Concern about securing ongoing resourcing for education prompted the Trust to establish an Education Endowment Fund and we will continue to seek other additional support for our ELC/LEOTC offerings.

The Suter also delivers a variety of activity-based art classes and art related courses for audiences of various ages and abilities including after-school programmes- Suter Kids Club (SKC) using in particular, the Mina Arndt Education Room. We will look to develop more of these and holiday activities as resourcing and demand allow.

³ A further gallery space is occupied by the Nelson Suter Art Society (NSAS) who run their own programme of regularly changing exhibitions, the majority of which showcase work by Nelson/Tasman region artists. 2 exhibitions per annum, *Spring* and *Autumn* are more comprehensive and involve input from BST staff.

⁴ This can be impacted by COVID-19- access and freight

⁵ Up to 31.06.2022 Ministry of Education contracts were referred to as LEOTC, Learning Experiences Outside the Classroom; Their new programmes are referred to as ELC, Enriching Local Curriculum

⁶ The Suter has "Approved Setting" status with the Teaching Council New Zealand

Illustrated talks, lectures, floor-talks, opening previews, workshops and other events are held to complement and support projects and the exhibitions' programme.

The volunteers are an important part of The Suter's visitor experience, welcoming and introducing exhibits, aspects of the building and The Suter's rich history to visitors. Volunteers receive structured training, plus periodic sessions to introduce new exhibitions and invitations to events to acknowledge their contribution to visitor hosting, archives management, enquiries' research, fundraising and other tasks.

2.2.4 To collect and preserve, record, communicate and display our artistic heritage

To be achieved by:

- Being the recognised custodian of Nelson/Tasman region's artistic heritage by developing the Collection, disseminating information and increasing knowledge of the Collection.
- By profiling aspects of the Collection and Nelson/Tasman regions' artists through exhibitions, loans, public programmes, publications, website and other means such as developing a Suter ArtWalk in the Tasman region.

Collection development is focussed on **acquiring works that are regionally relevant and nationally significant**, with over-arching collection themes of dislocation and the environment, guiding acquisition decisions, and with collection growth carefully managed cognizant of resources and of storage capacity.

From 2022 the Potton Family gallery space will be primarily devoted to curated Collection based exhibitions.

We will publish⁷ our research, arising from both exhibition development and particularly in relation to our collection.

2.2.5 To develop partnerships that grow The Suter

To be achieved by:

- Honouring the kaupapa of the Memorandum of Understanding [MoU] with Ko Te Pouāranga: This MoU is due for review. Major joint initiatives include the development of the kaupapa and the selection and commissioning pathways for the sculpture project; and curatorial support for the toi Māori exhibitions.
- Developing partnerships which contribute to the delivery of programmes, development of the Collection, resources, and other projects: - in particular the ongoing operational and collection acquisitions' funding⁸ of The Suter, exhibitions and education services.
- The Suter is supported through memberships: including The Friends of The Suter and the Legacy Group. Our aim is to increase The Friends memberships and provide activities and benefits to those who are generous in their support for the Gallery.

⁷ On-line; as journal articles or as catalogues and other printed materials

⁸ All collection purchases are funded through fundraising, bequests and other forms of benefaction

- Contributing to the fulfilment of the Nelson Tasman Regional Arts Strategy and Arts Policy by providing leadership in the area of the visual arts. Suter staff and Trustees have expertise that can be called upon to contribute to arts endeavours that enhance Nelson/ Tasman’s reputation and achieve economic, cultural, and social outcomes.

2.3 Alignment with NCC and TDC Outcomes

The Suter actively seeks to deliver outcomes that align with the 4 local government well-beings: social economic, environmental and cultural; and as outlined in the joint community outcomes NCC’s and TDC’s LTP 2018-2028 as follows:

NCC and TDC joint community outcomes	The Suter Gallery’s contribution to the delivery of joint community outcomes	Suter performance objective reference
Our unique natural environment is healthy and protected	The Suter was built to respect its natural environment setting and features such as the boardwalk and management of storm water run-off are designed to protect flora and fauna, land and water quality. Environmental issues profiled in exhibitions, public programmes. The environment is a collection theme.	3.1 and 3.2
Our urban and rural environments are people friendly, well planned and sustainably managed	The Suter is a quality facility built with sustainability and accessibility in mind	3.1
Our infrastructure is efficient, cost effective and meets current and future needs	The Suter was purpose-built, however needs and performance are regularly reviewed, for efficiency and cost effectiveness.	3.1
Our communities are healthy, safe inclusive and resilient	By providing a welcoming environment that respects our diverse community and visitors to the region; acknowledges and incorporates Māori culture and tikanga; that takes its role as a kaitiaki (caretaker) of our community’s taonga (treasures) as a primary responsibility	3.1., 3.2., 3.3, 3.4, 3.5
Our communities have opportunities to celebrate and explore their heritage, identity and creativity	By providing an arts centre in which inspiring art, heritage and cultural activities take place; that generates pride; celebrates our artistic and built heritage and values those things that make Nelson/Tasman special and unique. ArtWalks in Nelson	3.2 , 3.3 And 3.4

	and in development for Tasman District provide access to the region's artistic heritage and social history	
Our communities have access to a range of social, educational and recreational facilities and activities	By providing opportunities for social engagement, quality recreational, educational and leisure opportunities for all ages, backgrounds and ability levels.	3.1, 3.2,3.3
Our Council provides leadership and fosters partnerships, a regional perspective and community engagement	By demonstrating leadership in the arts community, promoting the development of Nelson/ Tasman arts and being the recognised custodian of Nelson/Tasman region's artistic heritage.	3.5
Our region is supported by an innovative and sustainable economy	By encouraging a thriving arts, heritage and cultural community, through employment, exhibitions, promotion of Nelson/Tasman region's arts, and as a destination tourism attraction.	3.1,3.2,3.3,3.4,3.5

The Suter Trust will periodically meet with NCC and TDC staff and representatives to discuss outcomes, look at future opportunities, partnership activities and resourcing requirements.

3. Objectives, Performance Measures and Targets

NOTE: The following chart indicates objectives and goals for The Bishop Suter Trust for three years and the target levels of performance. Targets for future years may need to be adjusted in light of trends that emerge, resourcing, and The Suter's capacity to deliver.

3.1 GOVERNANCE: Operate a visual arts destination of the highest quality:

- 3.1.1. Provide an arts centre and visitor attraction of high quality: **That is open 362 days of the year with a minimum of 100,000⁹ visits per annum to The Suter. Report six monthly with visitor statistics. Customer satisfaction survey ratings indicate at least 85% satisfaction¹⁰.**
- 3.1.2 Ensure that The Suter is well managed and operates within its agreed plans: **Reports, plans and budgets meet set deadlines. The Risk Register is reviewed annually, and mitigation strategies identified are implemented (including cyber security, and response planning for natural hazards and climate change).**
- 3.1.3 Implement an asset management plan (maintenance and renewals) in relation to The Suter facilities and grow an assets' renewal fund, achieved from operational cash surpluses (before depreciation) to fully fund the BST's share of depreciation, over time; **Report on progress annually.**
- 3.1.4 Improve our sustainability performance: **By implementing sustainability and waste minimisation measures identified in EKOS carbon emissions audit and reviewing suppliers. Monitor and report on energy and the impact of mitigations and changes 6 monthly.**
- 3.1.5 Be a good employer, fostering a culture of staff excellence and well-being by maintaining good employer policies, procedures and practices and providing a safe and healthy workplace; **Report on observance of policies, health & safety, turnover and related statistics. No significant health and safety incidents and no staff hours lost to injury.**

3.2 VISITOR EXPERIENCE: Inform and engage the public through the visual arts:

- 3.2.1 Provide a programme of regularly changing internally produced and externally sourced exhibitions: **10-15 exhibitions mounted per annum; Report 6 monthly on progress; services and experiences provided for at least 20¹¹ community groups.**
- 3.2.2 Develop a forward exhibition programme that is diverse and stimulating, including internally produced and externally sourced exhibitions; **Exhibitions scheduled that meet the needs and interests of a broad audience. Report 6 monthly on progress.**

3.3 LIFE LONG LEARNING: Provide innovative educational opportunities

- 3.3.1 Provide learning experiences for regional school students that support their NZ curriculum studies based on The Suter's programmes and resources; **Structured schools' education**

⁹ Modified forecast for 2020/21 assuming border restrictions, fewer tourists and a reduction in Suter Theatre patronage

¹⁰ **>85% of surveyed visitors "recommend visiting The Suter to others" 2021/22 f/y target**

¹¹ Modified target, was 35 groups in 2021/22 f/y.

programme delivery target: 4,000 students per annum from 25 schools¹². Post visit evaluations indicate 90% satisfaction ratings of “fine” to “great”. At least one Education Advisory Committee meeting held per annum.

- 3.3.2 Provide public programmes which enhance community appreciation and enjoyment of the visual arts; **A minimum of 20 talks/ events/ activities are held per annum. Report 6 monthly on progress.**
- 3.3.3 Provide out-of-school and other art educational activities; **Minimum 80 SKC and other community learning sessions are delivered per annum.**
- 3.3.4 Provide and manage The Suter Volunteers’ programme: **That provides av. >80 hours of contribution per month/ per annum Report 6 monthly on progress.**

3.4 COLLECTION: Collect and preserve, record, communicate and display our artistic heritage.

- 3.4.1 Develop The Suter’s Collection in accordance with The Suter’s Collection Policy: **All acquisitions and de-accessions approved by the Trust comply with the Collection Policy and related procedures and are reported 6-monthly.**
- 3.4.2 The Collection is stored, handled and exhibited safely and securely: **The Collection is stored/displayed in environmental conditions that are in line with accepted museum practice (including temperature 18-22°C/ relative humidity 50-55%, pest control, archival materials, security and fire monitoring). There are no handling mishaps or other damage occurs to Collection items.**
- 3.4.3 Enhance knowledge and reputation of the Collection: Collection records are significantly upgraded to increase accessibility and usability, and are searchable on www.thesuter.org.nz; **All recently acquired and copyright cleared collection items are uploaded to www.thesuter.org.nz; Loans, reproductions and other collection requests are met in a timely fashion; Publishing occurs; Suter’s Tasman Art Walk initiated – Progress reported six monthly.**

3.5 COLLABORATIONS & PARTNERSHIPS: Partnerships that grow The Suter

- 3.5.1 Strengthen The Suter’s art and cultural partnerships with Iwi and Māori; **Honour the kaupapa of the Memorandum of Understanding [MoU] with Ko Te Pouāranga [KTP]; MoU renewed; KTP input to programmes, projects, collection and policy development; and co-develop at least 1 toi Māori exhibition / project per annum. Report 6 monthly.**
- 3.5.2 Develop a collaborative Partnership Plan that actively includes both commercial partners and philanthropic sponsors who provide additional funding and/or supply goods and/or services to achieve project and programme goals. **Report 6 monthly on progress against our plan.**
- 3.5.3 The Friends of The Suter (FOTS) and Legacy Group are enhanced; **Minimum 30 new F.O.T.S. memberships are enrolled per annum, activities and progress on patronage scheme. Report 6-monthly.**
- 3.5.4 The Suter contributes to other organisations and community initiatives to promote Nelson/Tasman visual arts and heritage and provides leadership in fields of expertise to support both Councils provision of social /cultural wellbeing: **Report to Councils on contribution to the**

¹² Modified target as previous target related to Ministry of Education Learning Experiences Outside the Classroom contract

4. Operating Framework

4.1. Background

The Suter has a long and rich history dating back to 1895 when Amelia Suter, widow of Nelson's second Bishop, Andrew Burn Suter, gave a collection of art works and land to encourage the establishment of an art gallery, as a memorial to her late husband. In 1896 the Bishop Suter Art Gallery Board of Trustees was formed, and a private Act of Parliament passed allowing the transfer and acquisition of property including a parcel of land adjacent to Queen's Gardens, the Matthew Campbell School buildings upon it and establishing a self-perpetuating form of trust.

When the Bishop Suter Art Gallery Restructuring Act (2008) repealed The Bishop Suter Art Gallery Trustees Act (1896) the new Bishop Suter Trust was established, enabling The Suter to become a CCO of the Nelson City Council.

In May 1899 the Frederick de Jersey Clere designed Bishop Suter Memorial Art Gallery opened¹³ adjoined to the former Matthew Campbell School building. It was gradually added to including further gallery spaces, workshop and studio, Theatre, foyer shop and café.

In early 2015 everything bar the Original Gallery and Suter Theatre was demolished to enable new state-of-the-art facilities to be built, designed by Marc Barron of Jerram Tocker + Barron, a Nelson based firm and Warren & Mahoney. The Project was a partnership between the Bishop Suter Trust and Nelson City Council and the renewed Suter Art Gallery Te Aratoi o Whakatū opened to the public on 2 October 2016.

Community involvement in The Suter is very evident in the significant financial contributions to that redevelopment, to the Collection and other projects. Over 90% of items in The Suter's collection have been donated or acquired through benefaction. Of national significance, the Collection includes historical and contemporary art works and ceramics by New Zealand artists, plus some international works.

4.2 Governance, stakeholders and staffing

The Bishop Suter Trust has been formed by the NCC, as a charitable trust, and incorporated under the Charitable Trust Act (1957) to manage and operate The Suter. As a CCO, the NCC are responsible for appointing the majority of the members of the Board, comprising 7 trustees, including a representative of Ko Te Pouāranga and ex-officio, President of the NSAS. Trustees are appointed for three-year terms.

The Bishop Suter Art Gallery Trust Board has a longstanding relationship with the **Nelson Suter Art Society Inc.**, a voluntary run incorporated society which has traditionally occupied part of The Suter premises. The relationship is defined in deeds between the BST and NSAS.

Friends of The Suter comprises approximately 350 plus memberships of which about a third are Life memberships. It is not an incorporated society. Members receive regular e-newsletters, and a range of

¹³ This building is now generally referred to as the Original Gallery, registered as a category II historic place since 2008.

events and activities are held to advance Friends' appreciation of art in general as well as support for The Suter. Reciprocal Friends' benefits have been agreed with Christchurch Art Gallery and Auckland Art Gallery.

The Legacy Group are patrons of The Suter who contribute to the **5 x 40 Acquisitions Fund / 10 x 10 Acquisitions Fund** or otherwise choose to provide significant support for specific Suter programmes, projects such as the biennial Suter Contemporary Art Project or have made significant gifts of artworks to the Collection. They receive regular updates and are involved in projects, plus events are held especially for them, in recognition of their generosity, interest and support.

Ko Te Pouāranga is the name of the group comprising representatives from each of the six recognised mana whenua Iwi organisations of Whakatū, Motueka and Mohua. A Memorandum of Understanding reviewed every 3 years establishes principles of partnership and confirms full, permanent as of right, Māori representation on the Board of The Suter as outlined in the Trust Deed. KTP hui tend to be held in conjunction with Te Tai Ao Komiti (Tasman Bays Heritage Trust), at least 4 times per annum.

Staffing: (as at 1 March 2022) The Suter's staffing complement approximates to 8.8 Full Time Equivalents [F.T.E's] across 7 day weeks; comprising 5 full- time staff¹⁴ and 5 part time. This increases with casuals and contractors to cover venue hire and visitor services, graphic design, exhibition installation and maintenance and theatre technical expertise. In 2021 The BST implemented the Living wage.

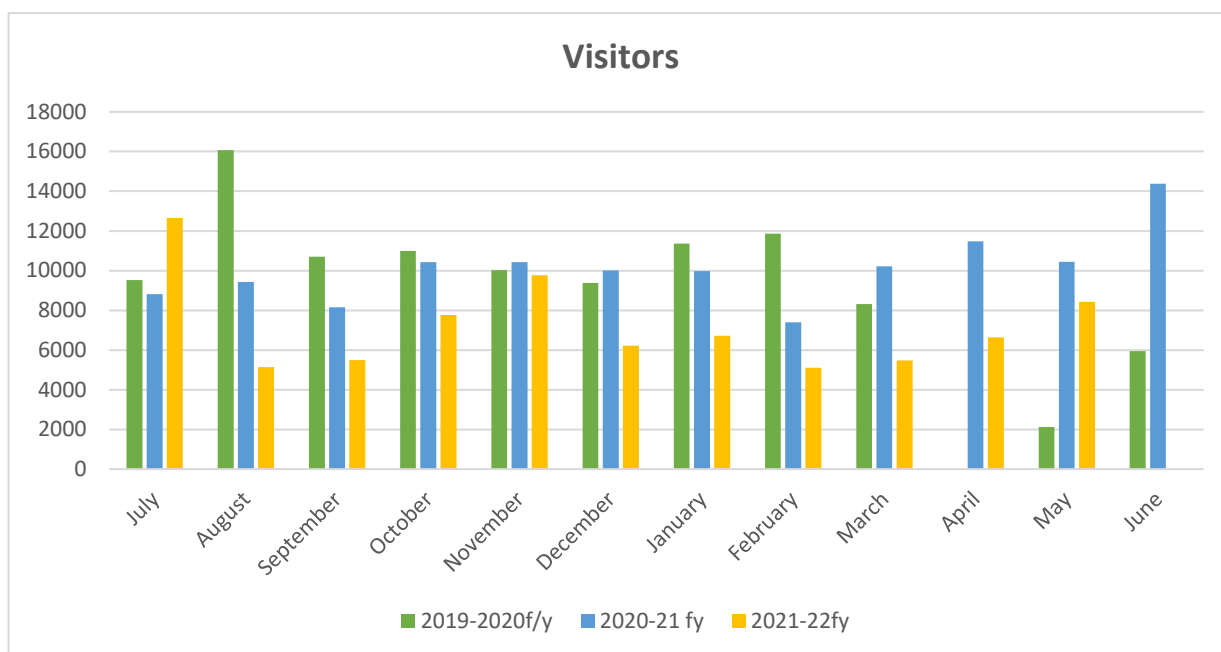
Volunteers: The Suter has had a formalised volunteer programme since 2016. Volunteers are rostered front-of-house as visitor hosts, assisting with events and activities such as openings and fundraising; conducting visitor surveys; and behind-the-scenes with archives and collection research projects.

5. Operating Environment

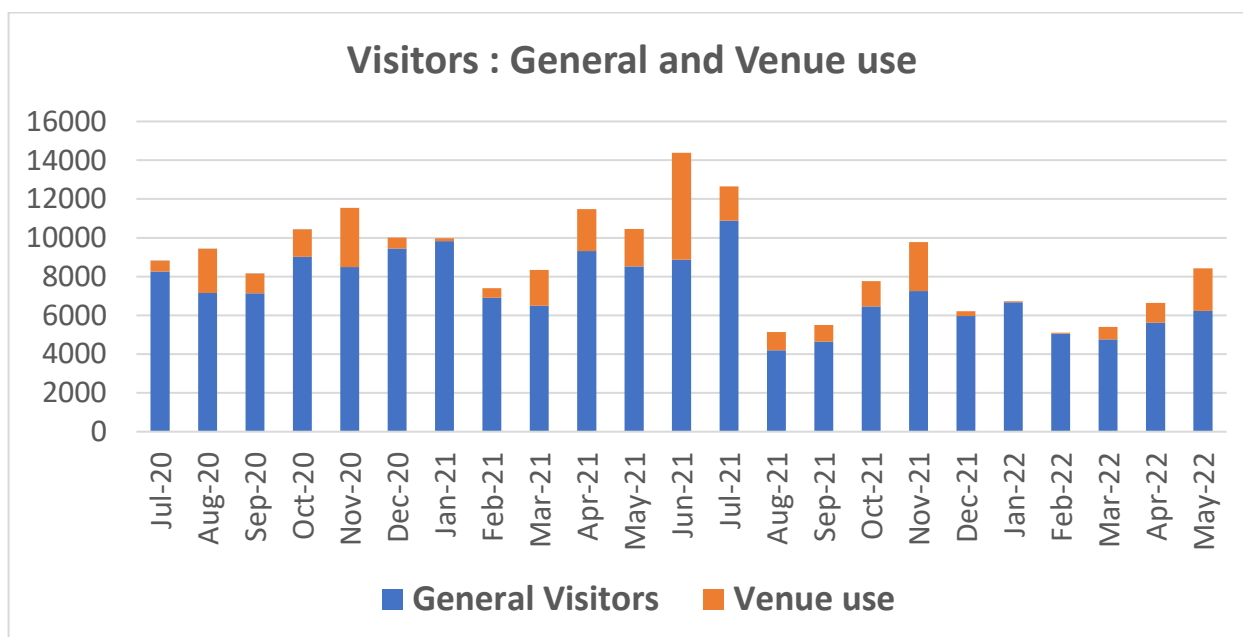
The following factors are likely to influence The Suter over the next five years:

Visitor trends: Prior to COVID-19 The Suter's annual visitor target was 130,000 visitors. COVID-19 has significantly impacted tourism and the economy, so we consequently modified our target for visitors to 100,000 for the 2020/21 financial year. We achieved just over 122,000 visitors. Visitation in the 2021/22 financial year is about 80% of target. When international travel resumes c. mid-2022, and COVID-19 wariness subsides we hope to see a pick-up in visitation. Until then we will see the effects of modified regional events' programmes and the flow-on in cinema and performing arts patronage. When and if there are no major COVID restrictions in place we expect to see visitor levels grow with all aspects of the venue back in action and booked ahead for festivals, film screenings etc. The following graphs indicate a gradual pick up in visitation both general and using our venues (Theatre, hires, after hours usage)

¹⁴ For the purposes of this document Full Time is 37.5+ hrs



Normally in the peak tourism season (late November-April) travellers to the Nelson region make up approximately 60% of The Suter’s visitors. We are focussing on increasing awareness of The Suter through tourism media, our website www.thesuter.org.nz, and via social media. We also need to make sure that we attract our community and apart from our exhibitions, public programmes and educational activities, events such as the NZ International Film Festival¹⁵ have been important for ensuring a consistent flow of visitors year-round.



A comparison of general visitors and venue use (i.e., Suter Theatre, venue hires daytime and evenings): Pre-COVID we would see a large spike in August thanks to the NZ International Film Festival: in 2020 this was held on-line, and on-site November 2021. The Nelson Arts Festival usually runs in October, using our Theatre but was subject to COVID-19 cancellations in 2020 and 2021.

¹⁵ The NZIFF is ‘usually’ held in August and is currently booked for August 2022

Collecting: The Suter intends to continue developing its collection, by raising funds, using invested funds-generally tagged bequests and accepting relevant gifted art works. We also want to increase awareness of the collection as the more Collection items are known and recognised, the more they will be sought out and treasured. A collection of national significance with iconic pieces is both a source of local pride and a drawcard for out- of-town visitors.

Inspired by the success of Suter and Make/Shift Spaces Nelson City Centre ArtWalk project, putting large scale images of Suter collection artworks on city walls, we are embarking on ArtWalks in the Tasman region, beginning in Richmond. This will involve fundraising to achieve.

Our collection also includes art works that may be part of the building or able to be displayed outdoors and to this end The Suter intends to fundraise to commission major public art works.

Resourcing: One of The Trust's key endeavours is to build income streams in addition to local government grants. Self-generated revenue comes from leases, venue hires, Ministry of Education ELC contract and life-long learning activities, sales (retail and commissions), grants and sponsorships. Additional income is derived from memberships, donations, events/activities and specific fundraising ventures. We expect however, that the philanthropic 'space' is likely to be challenging in the near future due to relatively low interest rates and ongoing impacts of COVID-19 on the economy.

Since April 2020 we have experienced a drop in venue hire business for our Theatre, Jane Evans Foyer, Mina Arndt Education Room and Library/Board Room compared to previous years This is due to COVID-19 public safety restrictions¹⁶ that result in fewer live performances, conferences, lectures and films being able to occur. New ways of meeting such as Zoom may impact on the conference sector going forwards, however we intend to proactively develop packages that make the most of the unique character and offerings of The Suter and/or are hybrid offerings that connect on and off-site audiences.

The Suter Store has an emphasis on items made by artists of the Nelson/Tasman Te Tau Ihu region, items that relate to Suter exhibitions and collection and other quality merchandise that appeals to locals and tourists alike.

Sustainability: The Suter will embark on putting into action recommendations that arise from a carbon inventory report undertaken by EKOS in 2021, which identified possible energy savings and carbon emissions mitigation opportunities. Currently The Suter team operate various "best practice" procedures for recycling, waste minimisation, sourcing and supporting environmentally friendly products and manufacturing methods throughout the operation.

Other opportunities include partnering with other organisations and initiatives that support broader community sustainability outcomes.

6. Accountability

6.1 Information to be provided to Nelson City Council

Half Yearly

¹⁶ E.g. distancing requirements, event and gathering number limits

By 28 February a six-month report covering Statement of Financial Performance and Statement of Financial Position, performance against targets, commentary on activities, cash flow statement, and other such information as the Trustees consider necessary to enable an informed assessment of the Trust's performance during the period being reported.

Annually:

Within three months of the end of the financial year (i.e. 30 September) the Trustees shall deliver to NCC an annual report which fulfils the requirements of Section 67 of the Local Government Act 2002, prepared to comply with International Financial Reporting Standards and audited financial statements in respect of the financial year, containing the following information as a minimum:

- A Trustees' Report including a summary of the financial results, a review of operations, and a comparison of planned and actual performance in relation to objectives.
- A financial statement disclosing actual and budgeted revenue and expenditure and comparative figures from the previous financial report.
- A statement of financial position as at the financial year end.
- A statement of cash flows.
- An Auditor's Report on the above statements and the measures of performance in relation to objectives.
- Any other matters that NCC and the Trustees agree shall be disclosed as appropriate.

This Annual Report shall be made available for inspection at Council offices, and on www.thesuter.org.nz

7. Prospective Financial Statements

7.1. Introduction:

The Suter's Statement of Intent covers the period 1 July 2022 to 30 June 2027. The financial information contained in the Statement of Intent has been prepared to assist the NCC consider The Suter's planned performance.

The prospective financial statements are based on assumptions as to future events that The Suter may reasonably expect to occur at the time when this information was prepared. Actual results may vary, and this variation may be material.

7.2 Statement of Significant Assumptions

The SOI shows that there will be net losses in general funds after depreciation. Accordingly, we need to build revenue to reduce and eliminate this over time. The extent to which we can achieve that in post-Covid times will determine the degree to which we need to gain grants or fundraise for future projects.

7.2.1. Fiscal support from local authorities: The Suter is an NCC CCO initiated with NCC's commitment to long term funding support that was set out in a Memorandum of Understanding. The TDC also

provides an annual contribution, and the basis of this commitment is set out in the TDC's LTP, (not currently annually adjusted for CPI). To the extent the actual money allocated is less or more than that set out, The Suter will need to adjust its activity levels.

7.2.2. Other revenues: Other revenues reflect forecast visitor activity levels consistent with historic trends, obligations of lessees and the restrictions.

7.2.3. Special Purpose Funds The Suter has historic and ongoing bequests, gifts and contributions that generally have restrictions on use. These funds are shown separately on the balance sheet.

7.2.4. Operating Expenditure Operating expenditure is generally forecast to continue at historic levels adjusted for inflation.

7.2.5. Capital Expenditure The majority of Capital Expenditure during the period will relate to the ongoing asset renewals programme and our Long-Term Maintenance Plan (LTMP)

7.2.6. Inflation: 2 % CPI adjustment has been used, as per NCC correspondence leading up to this forecast preparation. This has been applied to the 2022/2023 financial year and to the subsequent financial years' projected operational and depreciation (reinstated from 2023/4 f/y) grants from the NCC.

7.2.7. Trustees' Estimate of Trust Value: The Trustees estimate that the opening balance of funds in the annual accounts will represent the value of the Trust. The Trustees will advise NCC on an annual basis if they believe the value to differ materially from this state. The audited opening equity at 9 August 2008 is \$9,593,656¹⁷.

7.2.8. Heritage Assets: This is represented by the Collection. Additions to the Collection will be recorded at either purchase price or market valuation for donated art works. The Collection is not regarded as a realisable financial asset and valuation is carried out for the purposes of insurance and compliance with NZ IFRS.

7.2.9. Dividend Policy: It is important to note that the shareholders of the Trust do not expect, nor anticipate, the Trust to pay dividends in the usual commercial manner. However, the Trust anticipates, through appropriate performance measures, to review annually the non-financial dividend which will be returned to our wider regional community.

¹⁷ This is the date when The Bishop Suter Trust assumed responsibility for governance of The Suter Art Gallery

APPENDIX 1: Financial Statements

Appendix 1: Financial Budgets							
The Bishop Suter Trust Business Plan 2021 to 2027							
	Actual YE 30 Jun 2021	Forecast YE 30 Jun 2022	Budget YE 30 Jun 2023	Forecast YE 30 Jun 2024	Forecast YE 30 Jun 2025	Forecast YE 30 Jun 2026	Forecast YE 30 Jun 2027
Cpi				2.00%	2.00%	2.00%	2.00%
	\$	\$	\$	\$	\$	\$	\$
Statement of Comprehensive Income							
Income							
General Funds							
Non-exchange Revenue							
Donations & Sponsorships	225,210	52,550	37,275	38,766	40,317	41,930	43,607
Fundraising Events		54,847	104,491	109,716	115,202	120,962	127,010
Grants							
NCC - Operating	699,502	688,499	702,269	716,314	730,640	745,253	760,158
NCC - Depreciation	234,931	0	0	249,310	254,296	259,382	264,570
NCC - Capital, maintenance		21,054	21,475	21,905	22,343	22,790	23,246
TDC	87,813	87,813	87,813	87,813	89,569	91,360	93,187
Covid Wage Subsidy		27,362					
Total non-exchange Revenue	1,247,455	932,125	953,323	1,223,824	1,252,367	1,281,677	1,311,778
Exchange Revenue							
Investments	24,557	2,845	9,000	12,000	10,500	7,000	7,210
Exhibitions & NSAS - commission	14,295	11,495	8,500	8,670	8,843	9,020	9,200
Life Long Learning	84,452	63,040	94,390	96,278	98,204	100,168	102,171
Education Sponsorship		2,500	10,000	10,000	10,000	10,000	10,000
Retail and Membership (FoTs)	223,821	182,223	214,750	221,193	227,829	234,664	241,704
Rent and outgoings recovery	133,108	125,834	136,830	140,935	145,163	149,518	154,004
Total Exchange Revenue	480,233	387,936	473,470	489,076	500,539	510,370	524,289
Total Income General Funds	1,727,688	1,320,061	1,426,793	1,712,900	1,752,906	1,792,047	1,836,067
Special Purpose Funds - Exchange Revenue							
Education Endowment Fund							
Income earned	209	482	800	150	250	400	600
Unrealised Market Adjustments	1,513	456	0	500	250	300	300
Maintenance and Depreciation Funds							
Income earned		11,509	20,000	5,000	6,000	7,000	8,500
Unrealised Market Adjustments		35,867	35,867	35,000	35,000	35,000	35,000
Cuthbertson Fund							
Vesting of opening market value							
Interest and dividends earned	12,489	8,353	10,000	10,000	10,000	10,000	10,000
Cuthbertson Fund unrealised market adjustment	47,551	16,275	25,000	25,000	25,000	25,000	25,000
Burton Fund							
Vesting of opening market value							
Income earned	1,289	1,076	2,400	2,250	2,750	3,000	3,000
Acquisitions Fund							
Legacy Group Income	15,000	15,000	15,000	20,000	40,000	40,000	40,000
Interest earned	19	2,190	600	250	300	400	550
Other Funds	19	1,126	30				
Total Special Purpose Funds Income	78,089	92,334	109,697	98,150	119,550	121,100	122,950
Other Non-exchange Revenue							
Donated Collection Items at Valuation	241,937	0	10,000	10,000	10,000	10,000	10,000
Total Other Income	241,937	0	10,000	10,000	10,000	10,000	10,000
Total Revenue	2,047,714	1,412,394	1,546,490	1,821,050	1,882,456	1,923,147	1,969,017
Expenses							
General Funds							
Personnel Costs	584,123	638,475	641,630	648,047	654,527	661,072	667,683
Audit	13,503	15,520	15,500	15,500	15,500	15,500	15,500
Administration	119,040	127,145	123,994	126,474	129,003	131,583	134,215
Governance	64,621	72,150	74,134	75,617	77,129	78,672	80,245
Exhibitions	105,815	118,988	120,000	122,400	124,848	127,345	129,892
Life Long Learning	5,824	6,027	12,570	12,821	13,077	13,339	13,606
Retail (CoGS & FoT's)	109,177	68,842	81,750	82,568	83,394	84,228	85,070
Collection	8,225	5,323	11,070	6,291	6,417	6,545	11,676
Facilities	155,502	139,063	146,561	133,000	145,000	155,000	154,000
Maintenance	21,256	28,736	78,517	50,000	51,000	55,000	52,000
Sustainability Initiatives	0	1,250	7,000	3,000	3,000	3,000	3,000
Depreciation and assets w/off	469,861	462,668	459,319	450,319	447,831	450,281	452,781
Total General Fund Expenses	1,656,948	1,684,188	1,772,046	1,726,037	1,750,726	1,781,565	1,799,668
Total Expenses	1,656,948	1,684,188	1,772,046	1,726,037	1,750,726	1,781,565	1,799,668
Subtotal Operating Surplus/(Deficit)	390,765	(271,793)	(225,556)	95,013	131,730	141,582	169,349

Appendix I: Financial Budgets continued

Appendix 1: Financial Budgets							
The Bishop Suter Trust Business Plan 2021 to 2027							
	Actual YE 30 Jun 2021	Forecast YE 30 Jun 2022	Budget YE 30 Jun 2023	Forecast YE 30 Jun 2024	Forecast YE 30 Jun 2025	Forecast YE 30 Jun 2026	Forecast YE 30 Jun 2027
Cpi				2.00%	2.00%	2.00%	2.00%
		\$	\$	\$	\$	\$	\$
Unrealised Market Adjustments for Operations Funds	98,735	1,990					
Impairment Value for Collection items	(720,999)						
Operating Surplus/(Deficit)	(231,499)	(269,803)	(225,556)	95,013	131,730	141,582	169,349
Net Surplus							
General Funds	(542,178)	(362,137)	(345,253)	(13,137)	2,180	10,482	36,399
Maintenance Fund	0	47,377	55,867	40,000	41,000	42,000	43,500
Redevelopment Fund	(9,347)	0					
Suter Renewal Fund		0	0	0	0	0	0
Education Fund	1,723	938	800	650	500	700	900
Cuthbertson Fund	60,039	24,628	35,000	35,000	35,000	35,000	35,000
Burton Fund	1,289	1,076	2,400	2,250	2,750	3,000	3,000
Acquisitions Fund	256,956	17,190	25,600	30,250	50,300	50,400	50,550
Other Funds	19	1,126	30				
	(231,499)	(269,803)	(225,556)	95,013	131,730	141,582	169,349
Calculation of Cash Operating Surplus							
Cash Operating Surplus	404,405	100,531	114,066	187,872	195,715	201,381	224,610
Less: Transfer to Depreciation Fund	(290,000)	0	(229,660)	(225,160)	(223,915)	(225,140)	(226,390)
Plus: Cash from NCC Depreciation Fund		40,000	136,759	35,250	31,625	33,750	38,500
Plus: Cash from Suter Depreciation Fund		40,000	136,759	35,250	31,625	33,750	38,500
Cash Operating Surplus	114,405	180,531	157,924	33,212	35,050	43,741	75,220

Appendix I: Financial Budgets continued

Appendix 1: Financial Budgets							
The Bishop Suter Trust Business Plan 2021 to 2027							
	Actual YE 30 Jun 2021	Forecast YE 30 Jun 2022	Budget YE 30 Jun 2023	Forecast YE 30 Jun 2024	Forecast YE 30 Jun 2025	Forecast YE 30 Jun 2026	Forecast YE 30 Jun 2027
Cpi				2.00%	2.00%	2.00%	2.00%
	\$	\$	\$	\$	\$	\$	\$
Statements of Changes in Equity							
General Purpose Funds							
Opening Equity	7,485,899	6,919,085	6,556,948	5,982,036	5,743,738	5,522,003	5,307,345
Nelson City Council Equity subscription	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
Transfer to Maintenance Fund	(290,000)		(229,660)	(225,160)	(223,915)	(225,140)	(226,390)
Surplus/(deficit) for the period	(542,178)	(362,137)	(345,253)	(13,137)	2,180	10,482	36,399
Separate out Education Fund	(24,636)						
Closing Equity	12,629,085	12,556,948	11,982,036	11,743,738	11,522,003	11,307,345	11,117,354
Redevelopment Fund							
Opening Equity	4,728,650	4,719,303	4,719,303	4,719,303	4,719,303	4,719,303	4,719,303
Nelson City Council							
Transfer to Maintenance Fund		0					
Surplus/(deficit) for the period	(9,347)	0	0	0	0	0	0
Closing Equity	4,719,303	4,719,303	4,719,303	4,719,303	4,719,303	4,719,303	4,719,303
Maintenance Fund							
Opening Equity		290,000	47,377	332,903	598,063	862,978	1,130,119
Transfers In to Maintenance Fund	290,000	0	229,660	225,160	223,915	225,140	226,390
Surplus/(deficit) for the period	0	47,377	55,867	40,000	41,000	42,000	43,500
Closing Equity	290,000	47,377	332,903	598,063	862,978	1,130,119	1,400,009
Cuthbertson Fund							
Opening Equity	543,871	603,910	628,538	663,538	698,538	733,538	768,538
Unrealised Market Adjustments	0	16,275					
Surplus/(deficit) for the period	60,039	8,353	35,000	35,000	35,000	35,000	35,000
Closing Equity	603,910	628,538	663,538	698,538	733,538	768,538	803,538
Burton Fund							
Opening Equity	164,570	165,859	166,935	169,335	171,585	174,335	177,335
Surplus/(deficit) for the period	1,289	1,076	2,400	2,250	2,750	3,000	3,000
Closing Equity	165,859	166,935	169,335	171,585	174,335	177,335	180,335
Acquisitions Fund							
Opening Equity	1,851,525	2,108,481	2,125,671	2,151,271	2,181,521	2,231,821	2,282,221
Surplus/(deficit) for the period	256,956	17,190	25,600	30,250	50,300	50,400	50,550
Transfers							
Closing Equity	2,108,481	2,125,671	2,151,271	2,181,521	2,231,821	2,282,221	2,332,771
Education Fund							
Opening Equity	0	26,359	27,296	28,096	28,746	29,246	29,946
Additions to Fund Capital	24,636						
Surplus/(deficit) for the period	1,723	938	800	650	500	700	900
Transfers							
Closing Equity	26,359	27,296	28,096	28,746	29,246	29,946	30,846
Other Funds							
Opening Equity	48,502	48,521	49,647	49,677	49,677	49,677	49,677
Surplus/(deficit) for the period	19	1,126	30	0	0	0	0
Transfers							
Closing Equity	48,521	49,647	49,677	49,677	49,677	49,677	49,677
Total Changes in Equity							
Opening Equity	14,823,019	14,591,520	14,321,716	14,096,160	14,191,173	14,322,903	14,464,485
Nelson City Council Equity subscription	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
Surplus/(deficit) for the period	(231,499)	(269,803)	(225,556)	95,013	131,730	141,582	169,349
Closing Equity	20,591,520	20,321,716	20,096,160	20,191,173	20,322,903	20,464,485	20,633,835

Appendix I: Financial Budgets continued

Appendix 1: Financial Budgets							
The Bishop Suter Trust Business Plan 2021 to 2027							
	Actual YE 30 Jun 2021	Forecast YE 30 Jun 2022	Budget YE 30 Jun 2023	Forecast YE 30 Jun 2024	Forecast YE 30 Jun 2025	Forecast YE 30 Jun 2026	Forecast YE 30 Jun 2027
Cpi				2.00%	2.00%	2.00%	2.00%
	\$	\$	\$	\$	\$	\$	\$
The Bishop Suter Trust							
Statement of Financial Position							
Current Assets							
Current Assets							
Cash and Cash equivalents	181,663	150,179	105,045	334,096	348,098	370,566	412,038
Cash on hand	540	540	540	540	540	540	540
Bank term deposit	300,000	1,942	0	0	0	0	0
Bank Deposit Burton Fund							
Bank Deposits Redevelopment Fund							
Receivables	11,918	11,918	11,918	11,918	11,918	11,918	11,918
Accrued Interest Burton Fund	57	57	57	57	57	57	57
Accrued Interest Redevelopment Fund			0	0	0	0	0
Operations Term Deposit			0	0	0	0	0
Other Current Assets	51,319	51,319	51,319	51,319	51,319	51,319	51,319
GST receivable	2,581	2,581	2,581	2,581	2,581	2,581	2,581
Total Current Assets	548,079	218,537	171,460	400,511	414,514	436,982	478,454
Specific Purpose Investments							
Depreciation Fund		0	0	0	0	0	0
Cuthbertson Investments	507,929	532,557	567,557	602,557	637,557	672,557	707,557
Burton Fund Investments	104,510	122,331	124,731	126,981	129,731	132,731	135,731
Education Fund Investments	26,359	27,297	28,097	28,747	29,247	29,947	30,847
Maintenance and Depreciation Funds	932,790	1,175,166	1,323,934	1,328,684	1,561,975	1,795,365	2,026,756
Blunt Fund	112,431	0					
Acquisitions Fund		233,504	259,104	289,354	339,654	390,054	440,604
Other Funds		24,948	24,978	24,978	24,978	24,978	24,978
Redevelopment Investments							
Total Specific Purpose Investments	1,684,019	2,115,803	2,328,401	2,401,301	2,723,142	3,045,632	3,366,472
Non Current Assets							
NCC Depreciation Fund	1,098,293	1,058,293	921,535	1,135,595	1,358,266	1,583,898	1,809,968
Collection							
Opening Balance	7,952,853	7,482,247	7,489,247	7,499,247	7,509,247	7,519,247	7,529,247
Additions							
Additions from accumulated reserves							
Donated	250,393	0	10,000	10,000	10,000	10,000	10,000
Ex Cuthbertson		0	0	0	0	0	0
Ex Burton		0	0	0	0	0	0
Ex Acquisitions		7,000					
Less: Impairments	(720,999)						
Total Collection Assets	7,482,247	7,489,247	7,499,247	7,509,247	7,519,247	7,529,247	7,539,247
Property Plant and Equipment							
Land	442,000	442,000	442,000	442,000	442,000	442,000	442,000
Landscaping	459,249	459,249	459,249	459,249	459,249	459,249	459,249
Depreciation Landscaping	(108,207)	(131,591)	(154,554)	(177,516)	(200,479)	(223,441)	(246,404)
Work in Progress	1,615	0	0	0	0	0	0
Buildings and fitout	10,831,660	10,831,660	10,843,830	10,985,830	10,985,830	10,985,830	10,985,830
Additions / Redevelopment	0	12,170	142,000	0	0	0	0
Depreciation Buildings	(1,978,762)	(2,361,839)	(2,736,933)	(3,112,027)	(3,490,063)	(3,868,099)	(4,246,135)
Plant & Equipment	618,073	629,942	665,689	718,689	739,189	751,439	763,939
Additions	11,869	44,747	53,000	20,500	12,250	12,500	25,000
Depreciation Plant and Equipment	(322,439)	(378,646)	(430,908)	(483,171)	(530,003)	(579,286)	(631,068)
Property Plant and Equipment	9,955,058	9,547,692	9,283,373	8,853,553	8,417,973	7,980,192	7,552,411
	17,437,305	17,036,939	16,782,620	16,362,801	15,937,220	15,509,439	15,091,658
Total Assets	20,767,697	20,429,572	20,204,016	20,300,208	20,433,141	20,575,951	20,746,552

Appendix I: Financial Budgets continued

Appendix 1: Financial Budgets							
The Bishop Suter Trust Business Plan 2021 to 2027							
	Actual YE 30 Jun 2021	Forecast YE 30 Jun 2022	Budget YE 30 Jun 2023	Forecast YE 30 Jun 2024	Forecast YE 30 Jun 2025	Forecast YE 30 Jun 2026	Forecast YE 30 Jun 2027
Cpi				2.00%	2.00%	2.00%	2.00%
	\$	\$	\$	\$	\$	\$	\$
Statement of Financial Position							
Liabilities							
Current Liabilities							
Overdraft		0	0	0	0	0	0
GST Payable		0	0	0	0	0	0
Payables from exchange transactions	99,002	59,002	59,002	60,182	61,386	62,614	63,866
Employee Entitlements	51,776	23,456	23,456	23,456	23,456	23,456	23,456
Income In Advance	25,398	25,398	25,398	25,398	25,398	25,398	25,398
Total Current Liabilities	176,176	107,856	107,856	109,036	110,240	111,468	112,720
Long Term Liabilities							
Bank Loans							
Total Long Term Liabilities	0	0	0	0	0	0	0
Total Liabilities	176,176	107,856	107,856	109,036	110,240	111,468	112,720
Net Assets	20,591,520	20,321,716	20,096,160	20,191,171	20,322,901	20,464,483	20,633,832
The Bishop Suter Trust Equity							
Capital & Reserves							
General Purpose Funds	6,919,086	6,556,948	5,982,036	5,743,737	5,522,001	5,307,341	5,117,352
Nelson City Council	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,002	6,000,000
Redevelopment Fund	4,719,303	4,719,303	4,719,303	4,719,303	4,719,303	4,719,303	4,719,303
Suter Renewal Fund							
Maintenance Fund		47,377	332,903	598,063	862,978	1,130,119	1,400,009
Cuthbertson Fund	603,910	628,538	663,538	698,538	733,538	768,538	803,538
Burton Fund	165,859	166,935	169,335	171,585	174,335	177,335	180,335
Other Funds	48,521	49,647	49,677	49,677	49,677	49,677	49,677
Acquisitions Fund	2,108,481	2,125,671	2,151,271	2,181,521	2,231,821	2,282,221	2,332,771
Education Fund	26,359	27,296	28,096	28,746	29,246	29,946	30,846
Total Trust Equity	20,591,519	20,321,716	20,096,159	20,191,171	20,322,900	20,464,483	20,633,832
The Bishop Suter Trust							
Statement Of Cash Flows							
CashFlows from operating Activities							
Sales of Good and Services	458,930	412,453	464,470	477,076	490,039	503,370	517,079
Grants and Donations	1,027,525	919,763	968,323	994,514	1,038,071	1,062,295	1,087,208
Interest and Dividends	25,931	27,581	42,830	29,650	29,800	27,800	29,860
Payments to Suppliers	(601,230)	(623,045)	(671,096)	(626,491)	(647,164)	(668,984)	(677,952)
Payment to Employees	(581,494)	(666,795)	(641,630)	(648,047)	(654,527)	(661,072)	(667,683)
Net GST	(2,302)	0	0	0	0	0	0
Net Cash flows from Operating Activities	327,360	69,957	162,896	226,702	256,219	263,409	288,512
Cash Flows from Investing Activites							
Proceeds from sale of Financial Assets	100,000	378,058	273,517	70,500	63,250	67,500	77,000
Purchase of Property Plant and Equipment	(13,484)	(55,302)	(195,000)	(20,500)	(12,250)	(12,500)	(25,000)
Purchase of Collection Assets	(8,457)	(7,000)					
Purchase of Investments	(454,706)	(417,197)	(286,548)	(47,652)	(293,216)	(295,940)	(299,040)
Net Cash flow from Investing Activities	(376,647)	(101,441)	(208,031)	2,348	(242,216)	(240,940)	(247,040)
Cash flows from Financing Activities							
Repayment of Borrowings	0	0	0	0	0	0	0
Net cash flow from Financing Activities	0	0	0	0	0	0	0
Net Increase/(Decrease) in Cash & Cash equivalents	(49,287)	(31,484)	(45,134)	229,050	14,002	22,468	41,472
Cash and cash equivalents at beginning of Period	231,491	182,204	150,719	105,585	334,635	348,637	371,106
Cash and Cash equivalents at end of Period	182,204	150,719	105,585	334,635	348,637	371,106	412,578

Appendix 1: Notes to the 2022-2027 SOI Budgets:

- The budgets separate activities between Operating and the Special Purpose Funds which have independent and tagged purposes; these are:
 - Cuthbertson Fund – a historic bequest whose capital is invested and growth tagged to purchase and care for collections items.
 - Burton Fund – a historic bequest whose capital is invested, and growth tagged to purchase collections items.
 - 5 x 40 & 10X10 Acquisitions Fund [Legacy Group] and Fields Pond – Specific funds sought and held in trust to purchase collection items, put the collection on-line, provide educative interpretation and a library.
 - Education Endowment Fund- Donated funds invested and tagged for educational purposes.
 - Large-scale Asset Renewal Fund: A fund established to provide for asset maintenance and renewal; guided by the 25-year The Long-Term Maintenance Plan (LTMP) commissioned by the Trust upon completion of the Project, and transfer of the balance of funds remaining after completion of the Redevelopment Project. The Long-Term Maintenance Plan (LTMP) informs planning, funding and decisions to ensure the premises and related plant and equipment are properly maintained consistent with the provisions of the “Addendum to Heads of Agreement between NCC and the BST for the Redevelopment of the Bishop Suter Art Gallery signed 2 July 2014”.
- **Total Exchange Revenue** is budgeted to increase in the 2022-2023 year by 22% to \$473,470 – from a revised¹⁸ forecasted \$387,936 for the current 21/22 financial year. This will be derived from increases in our overall commercial activity, especially retail which continues to go from strength to strength; increased Friends’ membership numbers; life-long learning with new term and holiday programmes; and an improvement on our current financial year venue hire revenue.
- **Total Non-Exchange Revenue** slightly increases by 2.27% / \$21,198 with the scheduling of two Suter auction /fundraising events.
- **Total Expenses** are adjusted up 5.2% from 21/22 year to allow for following:
 - Portions of our LTMP to be fulfilled and important asset/facilities and repairs and maintenance works to be carried out; increasing by \$57.3k / 34%
 - Personnel costs are marginally up 0.49% from current year 2022 Forecast - within this figure are the full year effect of implementing the Living Wage; increased Educators’ hours to provide our increased ELC service, number of art classes and programmes; and a general increase to salary or hourly rates as per market forces. Variance to Actual 2021 is a little more at 9.8%; due mainly to comparison against a year not paying at Living Wage levels; slightly increased resource hours for marketing, communications & events (4 hrs. p/w) and education (11 hrs. p/w); and increased wage and salary rates required to successfully recruit for vacant roles.

¹⁸ BST Sol 2021-26 forecast Total Exchange Revenue of \$414,095

- Property and Personnel costs remain our largest expense areas; with power and insurance our two largest single invoice costs.

- **Investment Interest Income** has been kept conservative given the level of change in the investment market.

- **Cash Operating Surplus**
Please note on page 21 the insertion of “Calculation of Cash Operating Surplus (grey section) This outlines, using the 2023 Budget year data:
 - Initial Cash Operating Surplus/Deficits +\$114,066
 - Less The Suter’s 50% share of the total annual depreciation costs – money transferred from operations and held in the Large-scale Asset Renewal Fund (in investment portfolio) (\$299,660)
 - Plus draw down from the NCC / Suter depreciation fund – The Suter will now start to draw on money held at NCC for The Suter’s use in LTMP and capital purposes, as per “Addendum to Heads of Agreement between NCC and the BST for the Redevelopment of the Bishop Suter Art Gallery” The amount signalled for the 2022/23 year will be \$136,759 – which is 50% of capital costs and 50% of R&M costs in that year, plus highlighted is a figure requested for this current 2022 f/y Forecast, estimated at the time of writing as \$40,000 (same calculations as above)
 - Plus matching cash drawn down from The Suter’s Large-scale Asset Renewal Fund (invested) as The Suter’s annual share of the LTMP and capital purposes;
 - Cash Operating Surplus +\$157,924

- We have solid foundations for growing our income and have proven our ability to operate at optimum and highly effective levels during the last 2 years of Covid lockdowns, red traffic light levels and continuous business interruptions. We remain cautiously optimistic for the future if Covid does not force lockdowns or the need to operate at the red traffic light level again.

Appendix II: The Bishop Suter Trust Statement of Accounting Policies

Statement of significant accounting policies

i. REPORTING ENTITY

The Bishop Suter Trust (the Trust) is a charitable trust incorporated in New Zealand under the Charitable Trusts Act 2005 on 5 April 2008 and is domiciled in New Zealand. The Trust is controlled by Nelson City Council as a Council Controlled Organisation as defined under section 6 of the Local Government Act 2002, by virtue of the Council's right to appoint the Board of Trustees

The primary objective of the Trust is to provide the people of Nelson and visitors to the region access to our cultural heritage and to the many forms of contemporary cultural expression. This means communicating the diverse ideas and experiences that art offers to the widest possible audience by the presentation of quality visual arts programmes and by developing and caring for the permanent collection.

Accordingly, the Trust has designated itself as a public benefit entity for the purposes of New Zealand Equivalents to International Financial Reporting Standards (NZ IFRS).

ii. BASIS OF PREPARATION

Compliance

The financial statements of the Trust will be prepared in accordance with the requirements of the Local Government Act 2002, which includes the requirement to comply with New Zealand generally accepted accounting practice (NZ GAAP).

Financial statements will be prepared in accordance with NZ GAAP and comply with NZ IFRS, and other applicable Financial Reporting Standards, as appropriate for public benefit entities.

Measurement base

The financial statements will be prepared on a historical cost basis.

Functional and presentation currency

The financial statements will be presented in New Zealand dollars and all values rounded to the nearest dollar. The functional currency of the Trust is New Zealand dollars.

Changes in accounting policies

No changes in accounting policies are anticipated. In the event there are, they will be disclosed.

iii. SIGNIFICANT ACCOUNTING POLICIES

Revenue

Revenue is measured at the fair value of consideration received.

Grants

Grants received from Nelson City Council and Tasman District Council are the primary sources of funding to the Trust and are restricted for the purposes of the Trust meeting its objectives as specified in the Trust's Trust Deed. The Trust also receives grants from bodies such as Creative New Zealand, and these grants have restrictions on their use.

Council, government and non-government grants are recognized as revenue when they become receivable unless there is an obligation to return the funds if conditions of the grant are not met. If there is such an obligation, the grants are initially recorded as grants received in advance and recognised as revenue when conditions of the grant are satisfied.

Other revenue

Products held for sale are recognized when a product is sold to the customer.

Where art works are donated in the Trust for nil consideration, the fair value of the work is recognised as income.

Interest income is recognised on receipt.

Volunteer services received are not recognised as revenue or expenditure as the Trust is unable to reliably measure the fair value of the services received.

Advertising costs

Advertising costs are expensed when the related service has been rendered.

Borrowing costs

Borrowing costs are recognised as an expense in the period in which they are incurred.

Income Tax

The Trust has been granted Charitable status by the Inland Revenue Department, and therefore is exempt from income tax.

Leases

- Finance Leases

The Trust has no finance leases.

- Operating leases

The Trust has 3 (tenancy) leases with other parties; these leases cover the Trust's Theatre, the Café and a special lease arrangement with NSAS. The income received from the leases is recorded as income on receipt. The Trust also has an operating lease for its photocopier.

There are no incentives attached to the leases.

Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks, other short term highly liquid investments with original maturities of 3 months or less.

Debtors and other receivables

Debtors and other receivables are usually paid within a month. Other than operational grants, debtors are not significant.

Inventories

Inventories are held at the lower of cost or net realisable value. Any Trust published inventory remaining after 2 years is written off.

Investments

Investments are shown at actual or realisable value.

Property, plant and equipment

Land and buildings were re-valued for the Trust's opening balance. Plant and equipment were brought on at book value, i.e. cost less accumulated depreciation.

Additions

The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits or service potential associated with the item will flow to the Trust and the cost of the item can be measured reliably.

In most instances, an item of property, plant and equipment is recognised at cost. When an asset is acquired at no cost, or for a nominal cost, it is recognised at fair value when control over the asset is obtained.

Disposals

Gains and losses on disposal are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposal are recognised in the statement of financial performance.

Subsequent costs

Costs incurred subsequent to initial acquisition are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to the Trust and the cost of the item can be measured reliably.

Depreciation

Depreciation is provided on a straight-line basis on all property plant and equipment at rates that will write-off the cost of the assets to their estimated residual values over their useful lives. The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

Buildings	50 years (2%)
Improvements	20 years (5%)
Furniture and fittings	16 years (6.25%)
Computer equipment	5 years (20%)

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each financial year end.

Intangible assets

Software acquisition:

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

Costs associated with maintaining computer software are recognised as an expense when incurred.

Costs associated with the development and maintenance of the Trust's website are recognised as an expense when incurred because the website is primarily promoting the Trust's services.

Staff training costs are recognised as an expense when incurred.

Amortisation

Computer software licences are amortised on a straight-line basis over their estimated useful life of 5 years. Amortisation begins when the asset is available for use and ceases at the date that the asset is disposed of. The amortisation charge for each period is recognised in the Statement of Financial Position.

Impairment of property, plant and equipment and intangible assets

Property, plant and equipment are reviewed for impairment at each balance date. When impairment is recognised, the recoverable value of the asset is estimated, an impairment loss is recognised and the carrying value of the asset is reduced to its recoverable amount.

Impairment loss is recognised in the statement of financial performance.

Collection

The opening balance of the Collection is the deemed cost at market valuation at the commencement of the Trust. Items purchased for the Collection are recorded at cost. Items donated to the Collection are valued at the time of acquisition and recorded at valuation.

The value of the Collection assets is reviewed and reassessed from time to time.

In accordance with IFRS, the Trust will apply an impairment test to the Collection each year.

The Collection is not depreciated.

Creditors and other payables

Creditors and other payables are measured at fair value.

Employee entitlements

Short term entitlements

Entitlements that the Trust expects to be settled within 12 months of balance date are measured at nominal values based on accrued entitlements at current rates of pay.

These include annual leave and holiday pay earned to, but not yet taken at balance date.

Good and Service Tax (GST)

All items on the financial statements are stated exclusive of GST, except for receivables and payables, which are stated on a GST inclusive basis. Where GST is not recoverable as input tax then it is recognized as part of the related asset or expense.

The net GST recoverable from or payable to, the Inland Revenue Department (IRD) is included as part of the receivables or payables in the statement of financial position.

The net GST paid to or received from the IRD, including the GST relating to investing and financing activities, is classified as an operating cash flow in the statement of cash flows.

Budget figures

The budget figures are those approved by the Trustees at the beginning of the year in the Statement of Intent. This budget has also been reassessed post Covid to reflect the expected global downturn and reduced tourism numbers over the next year.

The budget figures have been prepared in accordance with NZ IFRS, using accounting policies that are consistent with those adopted by the Trust for the preparation of the financial statements.

Critical accounting estimates and assumptions

The Trust has made a number of estimates and assumptions in the preparations of the financial forecasts.

- That Council funding will be consistent with the Memorandum of Understanding and Community Plans
- A consistent level of donations has been assumed
- Commercial revenue is based on visitor numbers and historical performance
- Expenditure costs have both an historical and an actual (if known) base

Critical judgement in applying the Trust's accounting policies

The Trustees must exercise their judgement when recognising grant income to determine if conditions of the grant contract have been satisfied. This judgement will be based on the facts and circumstances that are evident for each grant contract.



Appendix III: The Trust's Approach to Governance

Governance Principles

The Trust operates to the Principles and Guidelines for Corporate Governance in New Zealand, published by the Securities Commission New Zealand;

- Trustees should observe and foster high ethical standards.
- There should be a balance of independence, skills, knowledge, experience, and perspectives among Trustees so that the Board works effectively.
- The Board should use committees where this would enhance its effectiveness in key areas while retaining board responsibility.
- The Board should demand integrity both in financial reporting and in the timeliness and balance of disclosures on entity affairs.
- The remuneration of Trustees and executives should be transparent, fair, and reasonable.
- The Board should regularly verify that the entity has appropriate processes that identify and manage potential and relevant risks.
- The Board should ensure the quality and independence of the external audit process.
- The Board should foster constructive relationships with NCC that encourage them to engage with the entity.
- The Board should respect the interests of stakeholders within the context of the entity's ownership type and its fundamental purpose.

The Role of The Trust Board

- Ensuring that the Trust operates in accordance with its Deed of Trust.
- Ensuring that the Trust meets its objectives as defined in this Statement of Intent.
- Ensuring the Trust complies with all its lawful obligations.
- Ensuring the NCC are kept well informed on all relevant issues and that there are "no surprises" on matters likely to cause community or political concern.
- Making any decisions as to policy that are not the preserve of general management and day-to-day administration.
- Employing the Gallery Director (including entering into a performance management agreement, reviewing performance and setting remuneration).
- Ensuring sound financial management of The Trust.

Composition of The Board

- The Board is made up of 6 non-executive Trustees.
- Trustees are appointed by resolution of Council in accordance with the Trust Deed of The Bishop Suter Trust, the Council's policy for the appointment of Trustees and cognisant of the balance of competencies that shall include financial stewardship, expertise and knowledge in art matters and issues, education, tourism, regional development, promotion, iwi perspectives and cultural awareness¹⁹.
- Ideally the BST should have a split of members who have business, marketing, human resources, legal and financial skills and those who have significant understanding of art, fundraising skills and networks, both local and national including in terms of patronage.
- The Trustees appoint a Chairperson at the first meeting after the AGM.

Board Remuneration

- The NCC will set total remuneration for the Board. The Board will from time to time determine their remuneration and apportionment of this allocation cognisant of The Trust's financial position.

Risk Management Policies

- The Board shall ensure that appropriate insurance is maintained on all insurable risks of the Trust, and in particular public liability insurance and insurance of the heritage assets.
- The Board shall ensure that the Trust has procedures in place to achieve compliance with all applicable legislation.
- The Board will complete a risk review annually and identify mitigations of those risks. Cyber security and environment risks form part of the evaluation
- The Chair of the Audit & Risk Sub-committee also sits on the Executive Health & Safety Committee as a Board representative. Minutes of meetings are distributed to all Trustees
- The Board has a 25-year property maintenance & renewal plan (LTMP).

Guidance and Resources Provided to Board Members.

Sound financial management and systems that provide reports to the Board as follows:

- Statement of financial performance for the preceding month, year to date and year end projections.
- Statement of financial position at the preceding month end.

¹⁹ Section 13 clauses C; 2 & 3 The Bishop Suter Trust Deed of Trust

- Statement of cash flow for the preceding month and monthly update on expected year end position.
- Gallery Director's report addressing issues related to the Trust's performance against objectives (financial and non-financial).
- The Board will ensure that relevant training opportunities are made available to Trustees.

Board and management Succession Planning

- With a small staff it is not possible to have succession planning for all key positions e.g., Director, Curator, Educator or Manager Commerce and Enterprise as there are limited opportunities for internal promotion.
- Trustee succession relies on identification of competency needs prior to trustee rotation/replacement; and ensuring that there is cover during Trustee change (which may involve short duration extension of term(s) to provide transition support to an incoming trustee(s))

Board Performance Review

- A performance review is undertaken every 18 months. Initiatives arising from this include:
 - the need to focus on a Board succession programme
 - review of Board subcommittees and terms of reference



Appendix IV: Risk Management

Risk category	includes	Mitigations
Governance	Decision making; Board skill set; Conflicts of interest	Trustees; Balance of skills, experience and knowledge; succession planning; appropriate policies, processes, guidelines in place
Financial & Resourcing	Adequate operational funding- threats to revenue sources; investment management; theft &	Planning, budgets, financial monitoring; Foster Relationships with key stakeholders; Deliver as per contractual requirements; Robust processes in place for procurement, financial management; internal and external audit

	fraud; facilities & leases	
Regulatory, compliance & legal	Employment; health & safety; Privacy; copyright; local government	Transparency; policies, procedures and guidelines; legal counsel as required
Reputation & brand	Visitation levels; Reputation; Engagement & consultation; Alignment of lessees with Suter values	Involvement of iwi in decision making; consultation & stakeholder engagement, monitoring of visitor satisfaction and feedback; maintaining relevancy; operating values; observance of Museums Aotearoa Code of Ethics
Operational: management, Staff & well-being	Appropriately skilled staff; work environment; safety	Good Employer practices; health & Safety; remuneration; staff performance reviewed; retention; training; emergency preparedness
Operational: Exhibitions, life long learning	Funding for education and exhibitions adequate/ sustainable; relevancy; health & safety	Seek alternative funding sources and sponsorship; build endowment funds; physical environment safe; skilled staff
Assets; Collection & exhibition management	Storage capacity: environmental & display conditions meet standards; handling; record management; insurance	Building, (temperature, RH, lighting) fire detection and protection systems, security systems, pest control, staff training and expertise; storage systems; implementation of preventative conservation systems
Information, communications and technology	Cyber threats; systems' failures; inadequate systems	Maintaining a well-designed Windows based IT network with a strong focus on security; with regular patching, firewall security, monitored server systems; secure regular backups; full separation of Wi-Fi networks and appropriate staff training and practices.
Building Plant & Equipment	Fit for purpose facilities; equipment; external threats	Long Term Asset Management & Renewals Plan; Programmed maintenance and renewals undertaken; vigilance with regard to neighbouring environmental risks including the Queen's Garden's Eel Pond water levels and encroaching vegetation.
Natural events & external threats	Pandemic; climate change/ weather events; flooding; seismic events; fire, terrorism; public disorder	Pandemic response as per Government guidelines; disaster preparedness plan; building standards; seismic mitigations; emergency protocols

Appendix V: Index of Responses to the Statement of Expectation

As requested in the Letter of Statement of Expectations [SoE] sent to the Bishop Suter Trust Chair from the Office of the Mayor 7 December 2021

Ref. S.o.E.	Requirement	BST Sol references
1.1;1.2	Prospective financial statements	Appendix I pp.20-27
1.3,1.4	Compliance with LGA and Public Records Act	Appendix III pp.33ff The Trust's approach to Governance
1.5	Reporting on Health & Safety matters	Performance measure 3.1.5
1.6	Non- council revenue streams	p.8; p17 resourcing, p21 Statement of comprehensive Income & notes p.20
1.7	Capital expenditure & asset management intentions	P21; p25-26
1.8-1.11	Performance targets & measures Organisational description, intentions Strategic context	pp.12-14 pp.3-10 pp.15-17
1.12; 1.14	Risk management and Health & Safety [H&S]	P.7 and p.34ff. A Risk Register is maintained and regularly reviewed by the Audit Risk & Remuneration Sub-committee [AR&R]. A comprehensive review of the Risk Register and process carried out in 2020/2021 Accepted BST mtg 18.02.2021. H&S reported monthly to AR&R meetings- and then to BST. Related Performance targets: 3.1.2 & 3.1.5
1.13	Sustainability	p.17; related sustainability Performance target: 3.1.4
1.15	Governance Performance & recommendations for re-appointment recruitment of trustees	Appendix III p.32; BST will notify by letter to Council skill sets, diversity etc. requirements in advance of trustee terms ending.
1.16 and 1.17	Knowledge of tikanga Māori at governance level; consultation prior to decision making	Iwi appointed representation on BST; MoU between BST and Ko Te Pouāranga (Iwi Advisory komiti).

		Ref. p.15; related Performance objective: 3.5.1
Specific expectations to be included in the Sol of The Bishop Suter Trust		
1.18	Response to the effects of COVID-19 -Impacts on visitor numbers and budget Contribution to regional recovery efforts	Introduction pp.3-4; p.7 visitor numbers p.18 related Performance objective/target:3.1.1 ref. footnote. Impact on non-council revenue p.16 and p.18 Partnerships' objective: 3.5.4. The BST is working closely with other arts, heritage, tourism and business development organisations
1.18.2	Planning and reporting: SMART targets	Section 3 pp.12-14
1.18.3	Good employer obligations; Fair Pay and equal employment opportunities.	related Performance objective: p.3.1.5 ref. p15: Move to Living Wage; note p.25
1.18.4	TDC relationship: with a view to strengthening that relationship and to increase funding from that source	Services provided are linked to both TDC and NCC community outcomes pp.11-12; particularly educational delivery and through outreach projects p.9; specifically The Suter's Tasman ArtWalk project: 2.2.4; measure 3.4.3 and discussion p.17
1.18.5	Resilience: A risk management plan	This is covered in our Risk Register which is regularly reviewed See above 1.12; 1.14 responses
1.18.6	Governance & succession plan to identify and mentor a future Chair of the Trust & for board members whose terms end 2022	Development of a plan is on the Board's forward work programme.