

THE BISHOP SUTER TRUST

The Suter Art Gallery Te Aratoi o Whakatū

STATEMENT OF INTENT 2023/2028

THE BISHOP SUTER TRUST

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1. The Bishop Suter Trust (BST) Statement of Intent 2023-2028

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 (SoI) is for the forthcoming financial year 2023/24 and the following four financial years, ending 30 June 2028.

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 SoI 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 vibrant destination where art matters

The Trust's aspiration is to be a visual arts destination of the highest quality, where **Art Matters** - a place which will excite, engage and inform our community through art experiences, and that will be a leading attraction for visitors to the region.

In May 2024 The Suter reaches a significant milestone- 125 years of providing a public art gallery for the people of Nelson/Tasman and beyond

We will deliver a range of exhibitions, activities, events and structured education programmes and will develop our nationally significant collection. An ongoing project that enhances the public's enjoyment of and access to the collection, is the further development of The Suter's Tasman ArtWalk in Richmond, Motueka and beyond.

We want to strengthen our collaborations- and the exciting synergies these bring, internally with our lessees, Nelson Suter Art Society, Friends of The Suter and with supporter partners, iwi, other arts, cultural, tourism, business and not-for-profit organisations in our region. This way we will get the most out of all aspects of The Suter whilst also contributing to the well-being of the Nelson/ Tasman community.

We are focusing on regenerating the vibrancy, activities and audience levels that were a feature of pre-COVID times. We have proven our resilience and adaptability and have contingency plans that will enable us to refocus our exhibitions and events programmes, education delivery and revenue expectations should we need to. An advantage of a smaller organisation is agility: the nimbleness to respond and innovate so that we can provide a special place of inspiration, enjoyment and connection for locals as well as being a drawcard, and a reason for people to come to Nelson.

Our approach to sustainability is to take a holistic view 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, and being a good kaitiaki of our people, infrastructure and the taonga and heritage in our care.

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 proportion of the day-to-day operations' expenditure. Any surplus that may be generated is channelled into endowment funds to- grow and care for our collection, protect our valued education services, enable special projects to occur and to ensure our facilities are kept well maintained and fit-for-purpose. COVID -19 impacted venue hire revenue, but we intend to rebuild this now that restrictions have lifted.

We will 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 scheduled 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 Te Ramaroa, Nelson Arts Festival, The Adam International Chamber Music Festival, and local initiatives to profile art forms such as ceramics and jewellery.

We have committed to mounting at the minimum one toi Māori exhibition per annum. In 2023 an iwi led guest curated exhibition *Kanohi Kitea (the seen face)* will be presented.

Fire and Earth, one of The Suter's signature biennale exhibitions will feature across the summer of 2023/4, and a variation on our other biennale, The Suter Contemporary Art Project will be presented.

Learning opportunities will be provided for all ages, with an emphasis on providing high quality, structured learning experiences delivering Enriching Local Curriculum [ELC]. The Suter has a 3.5 year contract with the Ministry of Education to deliver ELC, from early childhood to year 13 students. At the start of our new contract² the availability of our Suter Educator-led education services increased from 3 days to 3.5 days per school term week. This will enable our target of delivery to 4,000 students | ākonga to be achieved.

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

With a staff member dedicated to marketing and communications, regular and more effective promotion is possible via social media channels, our website and various other means, as well as engaging in collaborative region wide promotions and/or with partner organisations. We are expanding 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 also want to focus on diversifying our audience, for example working on ways to attract and involve more under 30s, attract a wider range of ethnicities, the latter potentially linking with initiatives of the Shared Communities Consortium³.

We will prudently build the Collection through acquisitions, funded by patronage, benefaction and fundraising and through acceptance of donated art works.

Enhancing how people can access and enjoy our collection is an important objective, whether that's through continual development of The Suter Collection On-Line, exhibitions, publications or through other projects that get our collection out in front of the public. Inspired by the success of the Nelson City Centre ArtWalk we have initiated The Suter's Tasman ArtWalk with installations in Richmond, Motueka and other sites in the Tasman region in the planning.

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 visit and explore the region. First steps include working closely with iwi to develop a kaupapa for this long-term project.

¹ For example, we have in our plan exhibitions that include out of region artists, the impacts of COVID-19 and severe weather events, economic factors can affect travel and freight- sometimes we may have to adjust start times, openings etc.

² Our ELC contract began 1 July 2022. It replaces what was previously known as Learning Experiences Outside the Classroom

³ Comprises Multicultural Nelson Inc., Arts Council Nelson, Make/Shift Spaces inc., NCC, Nelson Library

As The Suter enters its seventh year post-redevelopment; our Long-Term Maintenance Plan [LTMP] comes into play. The LTMP informs and drives our capital, renewals, repairs, and maintenance programme. This aspect of our operating expenditure increases as a percentage of our total revenue, from 0.8% in 2020 to 5.7% in 2023.

As renewals and take place we intend to draw down funds held by NCC and The Suter specifically for this purpose.⁴

In addition, we have tendered most supply and contracted work, resulting in sharper pricing, to manage rising costs for facilities' maintenance and other overheads' management, against a climate of increasing costs and economic impacts from major climatic events.

The Nelson floods of August 2022 heavily impacted The Suter, our lessees and visitation. We immediately established a project team including expert advisors. The project team's scope includes identification of all actual and potential risks and potential solutions to manage, mitigate, minimise, or eliminate these risks to our facilities, archive storage, and operations. This will involve the need to work closely with Council.

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 with charitable status, established to manage and operate on behalf of the Council a public art gallery service for the benefit of residents of Nelson and Tasman regions and the public generally.

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

We are guided by our Trust Deed, which requires the Trust to “manage the assets and facilities, acquire and manage the collections and to operate them for the benefit of the region;... recognising the special nature of the history of the region and role of tangata whenua as kaitiaki of taonga Māori and their special contribution to the art and identity of the region.”⁵

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 He Tātai Whetū Whakatū Nelson Arts and Creative Strategy, and Arts, Heritage and Events Activity Management Plan | Mahere ā-Hapori 2021 – 2031.

⁴ 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”

⁵ The Bishop Suter Trust Deed of Trust 2007 S.3. Aims of the Trust

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.

Te Aratoi o Whakatū expresses in Te Reo Māori that the Gallery is providing a pathway to the arts for the Nelson region and we see our purpose as being- **to make art matter**

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

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 vibrant visual arts destination of national importance**
- 2 To excite, engage and inform our community through art experiences**
- 3 To ensure a sustainable future for The Suter**
- 4 To embrace the past and preserve our artistic heritage**

2.2.1. To be a vibrant visual arts destination of the national importance

To be achieved by:

- Optimising the use of The Suter's facilities and resources, in order to achieve its objectives,
- Building the capability of the organisation: people, facilities, funding streams and processes - to ensure resilience, operational sustainability and programme innovation,
- Working in partnership with key stakeholders and other potential funders and supporters to realize objectives,
- Diversifying and broadening our audiences,
- Undertaking arts related activities and exciting marketing that will attract and engage the public, increasing visitor numbers,
- Ensuring our facilities, plant and equipment are fit for purpose through maintenance and renewals as per The Suter's Long Term Maintenance Plan,
- Actively identifying and addressing risks through adaptation, mitigation or elimination including cyber threats, local climate change impacts, health & safety and to our resourcing,
- Improving our carbon footprint by implementing sustainability and waste minimisation measures.

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.

Identification of Risks and mitigation strategies: The Suter has a comprehensive Risk Management Framework and Register and this is a standing agenda item of the BST Audit Risk & Remuneration Committee. It 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.

Facilities Management: Ensuring that the facilities are attractive, fit-for purpose, resilient and well-maintained.

Appealing to diverse audiences and audience generation: Marketing and promotion is focussed on generating awareness of The Suter as a visitor destination, creating excitement around our programmes and events; celebrating our partnerships, supporters, and community engagements, encouraging revenue generation, venue hire, benefaction and support. It is also about growing a committed audience base.

The visitor journey experience is critical to our success; encouraging return visitation and converting our visitors into committed supporters who are taken along a deeper relationship journey with The Suter and move from visitor to Friend, volunteer and/or benefactor.

In the last couple of years emphasis has been on building long term partnerships⁶ and other supportive relationships; and acknowledging this support through special sponsors' events, activities and involvement.

⁶ Jarden is an example of multi-year partners

A key objective is to **build revenue generating opportunities** including retail in The Suter Shop; classes and other activities, public programmes and services, and post-COVID 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 some public holidays⁷, the exhibition galleries from 9.30am – 4.30pm whilst other aspects of the facilities such as the Pastorius Waller Theatre @ The Suter may be in use from 8am – 11.30pm.

2.2.2. To excite, engage and inform our community through arts' experiences.

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.⁸ In 2023/4, as part of our exhibition programme, we will hold the second in a series of iwi led toi Māori exhibitions, mount our signature biennale exhibitions *Fire and Earth* featuring Top of The South ceramics and an in-house curated contemporary art exhibition "Home Give Me Shelter"; present themed exhibitions from The Suter's collection including a fourth in a series of abstraction exhibitions. We will host an exhibition of historical and contemporary paintings by major New Zealand artists from the Fletcher Trust collection. Coinciding with Te Ramaroa we will hold a solo exhibition by Tasman based artist Kāryn Taylor who uses light and digital technologies to manipulate our perceptions.

- **Providing innovative educational opportunities**

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, based on Suter exhibitions, site, history, collection, and the surrounding local environment.

Our education programme delivery has increased to 3.5 days per week per school term, and we have developed new hybrid delivery modes of teaching using digital technologies. We have a 3.5 year Enriching Local Curriculum [ELC] contract with the Ministry of Education which runs until December 2025.

The Trust has also secured additional operational support for our education programmes from NBS, a great example of a new and valued sponsorship partner.

We also hope to be able to add to the Education Endowment Fund, to ensure our valued education service can be sustained into the future.

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 such as Suter Kids Club (SKC), adult art classes and holiday programmes as resourcing and demand allow.

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

⁷ Currently days not open include Christmas Day, New Year's Day, Good Friday.

⁸ A further gallery space, the McKee Gallery 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.

Volunteers are important to The Suter, contributing to The Suter's visitor experience, welcoming and introducing exhibits, aspects of the building and The Suter's rich history. They also make a significant contribution to archives management, enquiries' research, fundraising, event assistance and other tasks. Volunteers receive structured training, plus Sneak Peeks where they are introduced to each new exhibition, and invitations to events to acknowledge their contribution to visitor hosting. Post COVID we hope to recruit more volunteers and see this as an opportunity to potentially engage with the many migrant communities of Whakatū.

2.2.3 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, sharing 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 projects such as The Suter's Tasman ArtWalks.

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.

The Potton Family gallery space is now primarily devoted to themed Collection based exhibitions.

The research from exhibition development will be disseminated by publishing, enhancing our collection on-line information, in blogs and social media posts.

2.2.4 Connecting with our community; partnerships that grow The Suter

To be achieved by:

- Honouring Te Tiriti
- Developing partnerships which contribute to the delivery of programmes, development of the Collection, resources, and other projects on and off site: - in particular for the ongoing operational and collection acquisitions' funding⁹ of The Suter, exhibitions and education services.
- One way The Suter is supported is 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.
- Contributing to the fulfilment of He Tātai Whetū Whakatū Nelson Arts and Creative Strategy 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.
- Doing good beyond our walls by engaging with other community organisations to help them fulfil their objectives.

⁹ All collection purchases are funded through fundraising, bequests and other forms of benefaction

2.3 Alignment with NCC and TDC Outcomes

The Suter actively seeks to deliver outcomes that align with the Community Outcomes set out in NCC's and TDC's LTP 2021-2031 as follows:

NCC and TDC Community Outcomes	The Suter Gallery's contribution to the delivery of joint community outcomes	Suter performance objectives' references
Our unique natural environment is healthy protected and sustainably managed	<p>The Suter was built to respect its natural environment setting adjacent to the Queen's Gardens: features such as the boardwalk and management of storm water run-off are designed to protect flora and fauna, land and water quality.</p> <p>Environmental issues are profiled in exhibitions, public programmes and educational experiences.</p> <p>The environment is a collecting theme.</p>	3.1.4, 3.2 and 3.3.
Our urban and rural environments are people-friendly, well planned and sustainably managed	The Suter is a facility built with sustainability and accessibility in mind; open to the public every day	3.1
Our infrastructure is efficient, cost effective and meets current and future needs	The Suter facilities were purpose-built; current and future needs are regularly reviewed, for performance, efficiency and cost effectiveness.	3.1.4
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
Our communities have opportunities to celebrate and explore their heritage, identity and creativity	By providing an arts centre in which 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 CBD and Tasman District celebrate our regions' artistic heritage and social history	3.1, 3.2, 3.3,3.4
Our communities have access to a range of social, cultural, educational and	By providing opportunities for social engagement, quality recreational activities, educational and leisure opportunities for all ages, backgrounds and ability levels.	3.1, 3.2,3.3

recreational facilities and activities		
Our Council provides leadership and fosters partnerships, including iwi, fosters 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. By engaging in partnership projects and supporting community initiatives	3.1, 3.4
Our region is supported by an innovative and sustainable economy	By encouraging a thriving arts, heritage and cultural community, through employment, representation in exhibitions and The Suter Store, fostering Nelson/Tasman region's artists locally and nationally, and as a destination tourism attraction.	3.1, 3.2, 3.3, 3.4.

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. Operate a visual arts destination of national importance	
3.1.1. Provide a vibrant visual arts destination	<ul style="list-style-type: none"> • That is open 362 days of the year • With a minimum of 100,000 visits per annum to The Suter • Customer satisfaction survey ratings indicate at least 85% satisfaction¹⁰ <p>Report six monthly</p>
3.1.2. Honouring and living our partnership with iwi	<p>Honour the kaupapa of the Memorandum of Understanding [MoU] with Ko Te Pouāranga [KTP]:</p> <ul style="list-style-type: none"> • MoU renewed; • KTP input to programmes, projects, collection and policy development • Co-develop at least 1 toi Māori exhibition / project per annum <p>Report 6 monthly</p>
3.1.3. Grow our supporters	<p>Grow our supporters' base including The Friends of The Suter (FOTS), donors and Legacy Group (patronage group):</p> <ul style="list-style-type: none"> • Net growth year-on-year and a minimum of 30 new F.O.T.S. memberships p.a.

¹⁰ >85% of surveyed visitors "recommend visiting The Suter to others" rated on a scale 1-10

	<ul style="list-style-type: none"> • Patronage scheme enhanced and activities held for them <p>Report 6-monthly</p>
3.1.4. Organisational capability, resilience and sustainability	<p>Ensure that The Suter is well managed and operates within its agreed plans:</p> <ul style="list-style-type: none"> • Reports, plans and budgets meet set deadlines. <p>Have a positive organisational culture; fostering a culture of staff excellence and well-being by maintaining good employer policies, procedures and practices and providing a safe and healthy workplace;</p> <ul style="list-style-type: none"> • No significant health and safety incidents and no staff hours lost to injury. <p>Report 6 monthly</p> <p>Risk management and mitigation:</p> <ul style="list-style-type: none"> • The Risk Register is reviewed annually, • Mitigation strategies identified are implemented, including cyber security, and response planning for natural hazards and climate change. <p>Report 6 monthly</p>
	<p>An asset management plan (maintenance and renewals) is implemented:</p> <ul style="list-style-type: none"> • Assets' renewal fund, achieved from operational cash surpluses (before depreciation) to fully fund the BST's share of depreciation grows; <p>Report on progress annually</p>
	<p>Improve our sustainability performance by implementing sustainability and waste minimisation measures identified in EKOS carbon emissions audit and reviewing suppliers:</p> <ul style="list-style-type: none"> • Monitor and report on energy usage • Report on the impact of mitigations and changes <p>Report 6 monthly</p>
3.2 Visitor experience: exciting, informing and engaging our community through art experiences	
3.2.1. Exhibitions	<p>Provide a programme of regularly changing internally produced and externally sourced exhibitions:</p> <ul style="list-style-type: none"> • 10-15 exhibitions mounted per annum <p>Develop a forward exhibition programme that is diverse and stimulating, including internally produced and externally sourced exhibitions;</p>

	<ul style="list-style-type: none"> • Exhibitions scheduled that meet the needs and interests of a broad audience <p>Report 6 monthly on progress</p>
<p>3.2.2. Life-long learning: providing innovative educational experiences</p>	<p>Provide learning experiences for regional school students that support their NZ curriculum studies based on The Suter’s programmes and resources:</p> <ul style="list-style-type: none"> • Minimum 4,000 students attend programmes • 90% satisfaction ratings of “fine” to “great” • At least one Education Advisory Committee meeting held per annum <p>Provide out-of-school and other art educational activities:</p> <ul style="list-style-type: none"> • Minimum 80 SKC and other community learning sessions are delivered per annum. <p>Provide public programmes which enhance community appreciation and enjoyment of the visual arts:</p> <ul style="list-style-type: none"> • A minimum of 20 talks/ events/ activities are held per annum. <p>Develop youth participation in governance and/or internships to encourage diversity and skills transfer:</p> <ul style="list-style-type: none"> • A minimum of one key initiative per annum <p>Report 6 monthly on progress.</p>
<p>3.3 Collection: Collect and preserve, record, communicate and display our artistic heritage</p>	
	<p>Develop The Suter’s Collection in accordance with The Suter’s Collection Policy:</p> <ul style="list-style-type: none"> • All acquisitions and de-accessions approved by the Trust comply with the Collection Policy and related procedures <p>The Collection is stored, handled and exhibited safely and securely:</p> <ul style="list-style-type: none"> • 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. <p>Enhance knowledge and reputation of the Collection:</p>

	<ul style="list-style-type: none"> • All recently acquired collection items and copyright cleared images are uploaded to www.thesuter.org.nz; • Loans, reproductions and other collection requests are met in a timely fashion; • Publishing occurs; • The Suter's Tasman Art Walk developed <p>Report 6 monthly on progress.</p>
<p>3.4. Connecting with our community: partnerships that grow The Suter and contribute to our community</p>	
3.4.1	<p>Continue our proactive 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:</p> <ul style="list-style-type: none"> • Fundraising projects', sponsorship and other partnerships meet Budget / plans
3.4.2	<p>Provide and manage The Suter Volunteers' programme:</p> <ul style="list-style-type: none"> • That provides av. >80 hours of contribution per month/ per annum
3.4.3	<p>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:</p> <ul style="list-style-type: none"> • Report to Councils on contribution to the implementation of the Regional Arts Strategy, Heritage Strategy, and other related initiatives • Report on contribution in areas of expertise locally, regionally, nationally
3.4.4	<p>Engage with other organisations to help further their objectives doing good in our community:</p> <ul style="list-style-type: none"> • services and experiences provided for at least 20 community groups <p>Report 6 monthly on progress.</p>

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. That gallery opened in May 1899 on its current site adjacent to Queen's Gardens.

In 2008 the Bishop Suter Art Gallery Restructuring Act (2008) repealed The Bishop Suter Art Gallery Trustees Act (1896) enabling the establishment of the current Bishop Suter Trust. The Suter then become a CCO of the Nelson City Council.

In early 2015-2016 a major redevelopment occurred with new state-of-the art facilities built, designed by Marc Barron of Jerram Tocker + Barron, a Nelson based firm, and Warren & Mahoney. The original Bishop Suter Memorial gallery was earthquake strengthened and restored. This Project was a partnership between the Bishop Suter Trust and Nelson City Council.

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 6 members of the Board, including a representative of Ko Te Pouāranga. The President of the NSAS attends ex-officio. 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 450 plus memberships of which approximately a third are Life memberships. It is not an incorporated society. Members receive regular e-newsletters, and a range of events and activities are held to advance Friends' appreciation of art in general as well as support for The Suter. Reciprocal membership benefits are agreed with Christchurch Art Gallery and Auckland Art Gallery.

The Legacy Group are patrons of The Suter who are significant benefactors. Their contributions are for specific Suter programmes, projects such as the biennial Suter Contemporary Art Project or they may 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 2023) The Suter's staffing complement approximates to 8.1 Full Time Equivalents [F.T.E.'s] across 7 day weeks; comprising 5 full- time staff¹¹ and 6 part time. This increases with casuals and contractors to

¹¹ For the purposes of this document Full Time is 37.5+ hrs

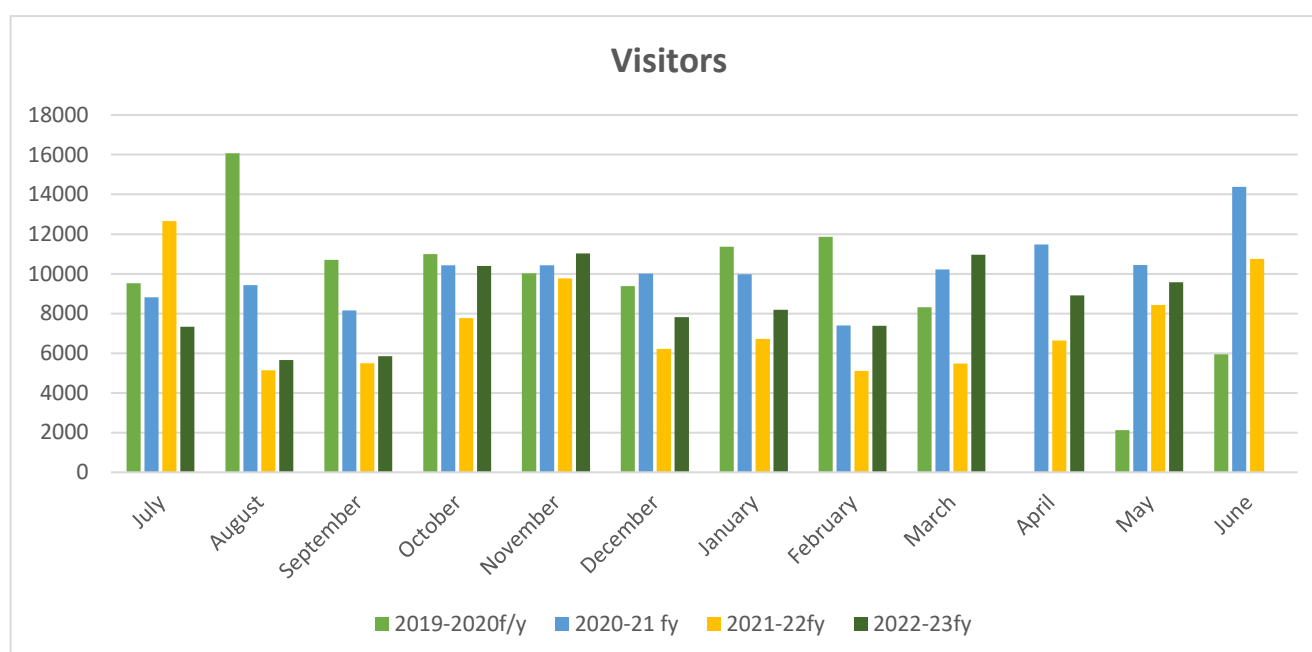
cover venue hire and visitor services, learning programmes, graphic design, exhibition installation and maintenance and theatre technical expertise. The BST implemented the Living wage in 2021.

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, library 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 significantly impacted tourism and the economy, so we modified our target for visitors to 100,000. International travel has resumed and we are now seeing many more international tourists visiting the gallery, a trend we expect to continue. We also anticipate a recovery of audience levels for regional events such as festivals, our own events programmes, cinema and the performing arts. The following graph indicates on average a gradual pick up in visitation (*dark green is 2022/2023 financial year and does not include June 2023*)

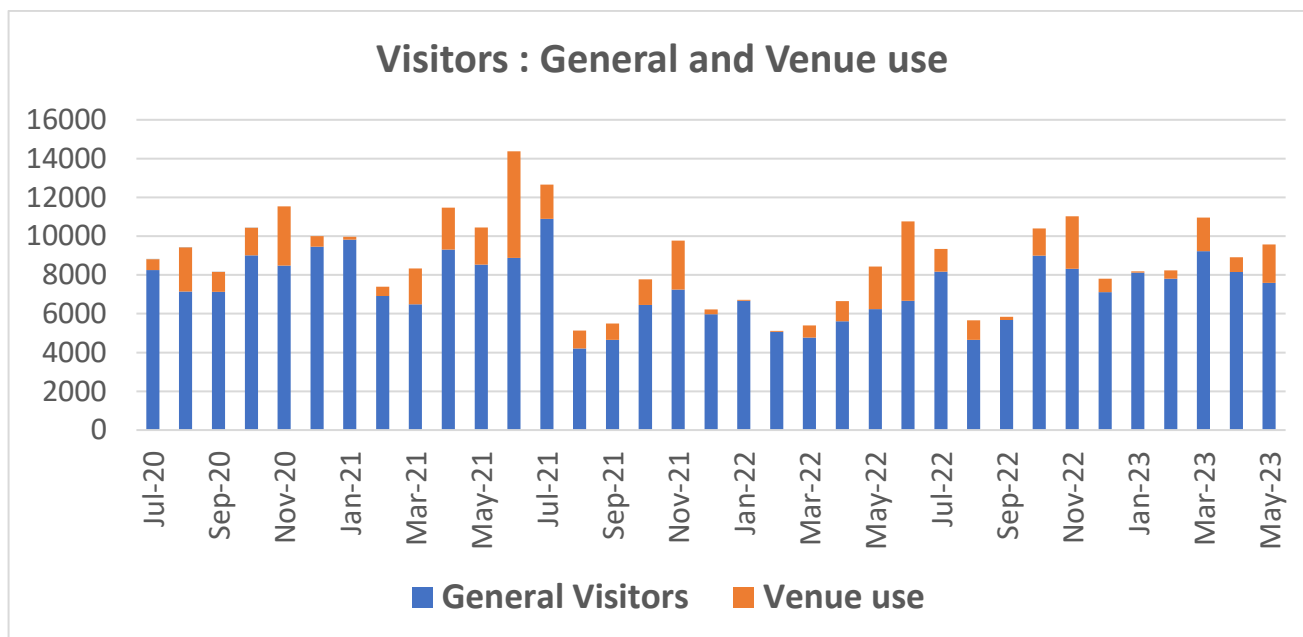


Normally in the peak tourism season (late November-April) travellers to the Nelson region make up approximately 60% of The Suter's visitors. We continue to focus on increasing awareness of The Suter through social media channels, our website www.thesuter.org.nz, and through tourism media. We also need to make sure that we attract our community, and a focus now is on broadening and diversifying our audiences.

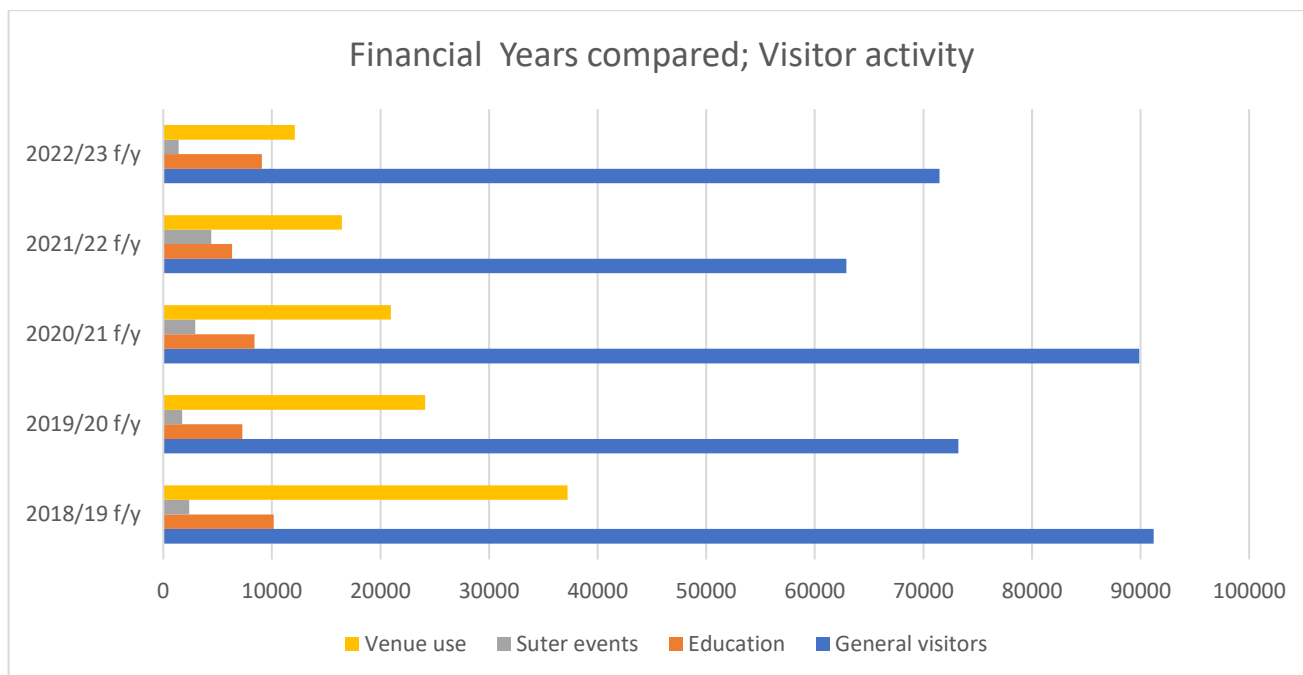
Apart from our exhibitions, public programmes and educational activities, and collaborating with city wide ventures, historically mid-winter events such as the NZ International Film Festival¹², held in our Theatre have been important for ensuring a consistent flow of visitors year-round.

The graph below of monthly visitation split into general gallery visitors and those attending films, hirers' events, NSAS openings etc. This too has a seasonal aspect to it, the latter diminishing in December and January, with activity tending to resume mid- late February.

¹² COVID disrupted the NZIFF and in 2022, it had to be relocated to State Cinemas (who screen it) due to the flooding and consequent damage to The Pastorius Waller Theatre @The Suter



The graph below is of Suter visitors by activity- general visitors (blue), education and tours (orange), Suter public programmes and events (grey) and venue use (yellow). It shows the impact of COVID-19 (2018/19 f/y is pre-COVID). The current financial year is included- noting it is *11 months* compared to the other full years, there is evident, an increase in Suter general visitation and education. The floods impacted venue hire¹³, this is slowly recovering.



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 get known and recognised, the more they are 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.

¹³ The floods damaged the Suter Theatre and it was out of commission August, September and part of October 2022

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 have been developing ArtWalks in the Tasman region, beginning in Richmond and Motueka, with plans to extend to other locations, as fundraising allows us to achieve.

Our collection also includes art works that are able to be displayed outdoors and to this end The Suter intends to fundraise to commission major public art works, as significant public sculptures can also become tourism drawcards.

Resourcing: One of The Trust's key endeavours is to build income streams in addition to local government grants; Even though the current economic unease means that the philanthropic 'space' is challenging we have achieved and are forecasting increases in our non-grant monies during this Sol period. 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.

In the last quarter of calendar year 2022, we have seen an upward trend in venue hire business for our Theatre, Jane Evans Foyer, Mina Arndt Education Room and Library/Board Room compared to the previous Covid affected years, when public safety restrictions virtually precluded live performances, conferences, lectures and films being able to occur. The conference/ event space is showing every sign of recovery but there is somewhat of a lag with performing arts. 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's Store has a well-deserved reputation as a destination for unique, locally sourced and crafted items, supplemented with other quality art and exhibition related merchandise quality in a range of prices that appeal to local and international visitors alike.

Climate Change and resiliency: The Nelson floods of August 2022 resulted in damage to The Suter building, infrastructure and plant as well as disrupting our and lessees' abilities to trade. Post this event – we immediately established a project team to not only manage the de-contamination and building reinstatement programme, but to also consult with a team of experts to advise the Trust and NCC on how to eliminate or mitigate the ongoing risks and the types of serious outcomes that we experienced during August to October 2022. The NCC will be a key stakeholder and critical member of that project team as we seek to lessen our exposure and vulnerability to flooding, as well as protecting and preserving the valuable community asset that The Suter is.

Sustainability: In its drive to a more sustainable future The Suter is concentrating on reducing power consumption and sourcing regenerative power sources. The Suter team also 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

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 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.

7. Prospective Financial Statements**7.1. Introduction:**

The Suter's Statement of Intent covers the period 1 July 2023 to 30 June 2028. 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 and in the current difficult financial climate will be closely monitored, and we will continue to seek grants, sponsorship and fundraise for future projects.

7.2.1. Fiscal support from local authorities: The Suter is a Nelson City Council CCO initiated with NCC's commitment to long term funding support that was set 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; this grant is not currently annually adjusted for CPI. To the extent the actual monies allocated from both councils is less or more than that set out, The Suter will need to adjust its activity levels accordingly.

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 similar to recent trends and adjusted for known factors and /or 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: A 3.5% increase to the NCC grant has been factored in. Given the cost increases associated with operational expenditure including major overheads of personnel wage/salary costs, energy, insurance, cleaning, and annual audit; plus to consumables, freight, materials for collection and exhibitions, and a limited ability to increase income from leases, we have taken a conservative approach in the 2023/2024 Budget and throughout the following 4 years of the extended SOI period. Collectively the cost increases applied (CPI) over the SOI period range from 2% to 6%.

Note that we have also included a CPI increase on the NCC grant from the 2025 year onwards.

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 \$9,593,656¹⁴.

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.

7.3 Notes to the 2023-2028 SOI Budgets:

Summary of position:

There are clearly upcoming challenges in the next few years and we will remain as agile as possible, to respond as necessary, in this difficult financial landscape. However, given the forecasted results within our Statement of Intent 2024-2028, this may necessitate reviewing our priorities and all operating activities - balancing meeting our obligations to Nelson City Council and the local community, with maintaining a financially and operationally sustainable organisation.

In recent years we have established a solid foundation of resource and expertise with new revenue streams to slowly grow our non-grant income. We have also proven our ability to operate highly efficiently during Covid -19 levels and the flooding event.

Nevertheless this is stretching already tight resources. For instance, we are open 362 days a year and operate our public exhibition programme, education department, events, visitor services, retail and essential support roles with an extremely small team of 8.1 FTE-; and our operating costs are managed bottom up. We constantly review our operations for efficiency mindful of meeting our performance and financial objectives.

The upcoming Budget 2024 will provide an operating cash surplus of \$103,477.

Our top 5 risks to achieving that position are as follows:

- I. Pressure on achieving acceptable wage and salary improvements that balance retaining our valued staff team, being cognisant of market conditions and meeting financial commitments (included in Sol budget data).
- II. Insurance costs or ability to continue with current insurers - risk to current cost estimates could be \$10,000+. We are attempting to limit this with a proactive and determined approach of open communications with our Insurers and providing a detailed description of our post-Flood Project Team work to provide confidence.
- III. R&M blow out - unexpected breakdowns or failures have unknown values. Anything above \$30,000 would mean a forced draw down from investments.
- IV. Ensuring our sophisticated air and humidity control system (HVAC) is operable, may involve urgent chiller unit replacements - risk is minimum \$50,000, potentially higher. This risk is being proactively monitored and managed through our Asset & Infrastructure sub-committee.

Aligned to this, it is critical that NCC reinstates allocating funds towards the 50% shared depreciation fund for capital, renewals and large-scale maintenance. This was put on hold for a 3-year period from 2022 and resumes not in the 2023/2024 f/y, but in Budget 2024/2025 year. The following financial pages clearly illustrate how critical this is to The Suter.

¹⁴ This is the date when The Bishop Suter Trust assumed responsibility for governance of The Suter Art Gallery

There will be costs associated with the project to reduce The Suter's vulnerability to flooding and improving its resilience.

Financial Statement accompanying notes

- The budgets separate activities between Operating and the Special Purpose Funds which have independent and tagged purposes; these are:
 - Cuthbertson Fund – a historic bequest - capital invested and growth tagged to purchase/care for collection items
 - Burton Fund – historic bequest, capital invested and growth tagged to purchase collection items
 - Acquisitions Fund [predominantly Legacy Group funds] and Fields Pond – specific funds sought and held in trust to purchase collection items, put the collection on-line, provide educative interpretation and our art 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. It is guided by our 25-year Long-Term Maintenance Plan (LTMP); This was commissioned by the Trust on completion of the Redevelopment Project and established from the balance of funds remaining after said project. The LTMP informs planning, funding and decisions to ensure the premises and related plant and equipment are properly maintained, fit for purpose and 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 by 1.4% to \$506,009 – from a forecast of \$498,847 for the current 22/23 financial year. This will be derived from increases in our overall commercial activity, especially retail which continues to go from strength to strength.

- **Total Non-Exchange Revenue** – is budgeted to increase by 8% to \$1,057,550 due to specific fundraising events and growing partner sponsorships. The NCC grant has been increased by 3.5%.

- **Total Expenses** are adjusted to \$1,969,828, up 4.3% from the forecast for 22/23 year. The following are the details as a comparison to the 22/23 year:
 - Personnel costs are up 8.2% to \$684,547 - within this is a general increase to living wage & salaries.
 - Administration costs are up 18.5% due to the increase in insurance costs; these are forecast to increase by up to 20%.
 - Visitor Services costs are up due to the increased costs associated with additional fundraising activities planned for the 2023/24 year.
 - Maintenance costs are budgeted to decrease by 22% down to \$68,794; by comparison, the 22/23 year will incur \$30,000 in the 8 yearly exterior painting of the Old Gallery
 - Repairs and maintenance [R&M] costs for the building are now increasing significantly now we are over 6 years old. At this stage it appears that on analysis of the LTMP these percentages will continue to increase. Note: the following percentages do not include facility or capital costs:
 - R&M costs as a percentage of revenue are as follows: 2020 @ 0.8%; 2021 @ 1.23%; 2022 @ 1.7%; 2023 @ 5.7%; 2024 @ 4.1%.

- Property and Personnel costs remain our largest expenditure areas; with power and insurance our two largest single invoice costs. We are working proactively and with specific project teams on these two cost areas to attempt to mitigate increases where possible.
- **Investment Interest Income** has been kept conservative given the level of change in the investment market.

- **Cash Operating Surplus**

Please note on page 24 the insertion of “Calculation of Cash Operating Surplus (pink section). The data is as follows for 2024 Budget year:

- **Cash Operating Surplus +\$270,274**
- Initial Cash Operating Surplus/Deficits +\$103,477
- Plus draw down from NCC held depreciation fund of \$66,200 (*estimate only at this stage*)
- Plus draw down from The Suter’s Large-scale Asset Renewal Fund (invested) of \$100,597 (The Suter’s annual 50% share of the LTMP and capital purposes)

Note:

The amount estimated for the 2023 year is:

- **Cash Operating Surplus is +\$214,715**
- Initial Cash Operating Surplus/Deficits +\$97,471
- Plus draw down from NCC held depreciation fund of \$57,324
- Plus draw down from The Suter’s Large-scale Asset Renewal Fund (invested) of \$5,920 (The Suter’s annual 50% share of the LTMP and capital purposes)

\$57,324 draw down from the NCC depreciation fund is calculated from \$41,434 already drawn down from NCC and paid to The Suter (we applied in relation to the financial year 2021/22, but allocated the paid funds in the current 2023 year); and \$15,889 **estimated as NCC’s 50% share of capital costs & large-scale maintenance as forecast in the current 2023 year.*

Appendix I
Financial Statements
The Bishop Suter Trust
Period 2024-2028

	Actual YE 30 Jun 2022 \$	Forecast YE 30 Jun 2023 \$	Budget YE 30 Jun 2024 \$	Forecast YE 30 Jun 2025 \$	Forecast YE 30 Jun 2026 \$	Forecast YE 30 Jun 2027 \$	Forecast YE 30 Jun 2028 \$
Statement of Comprehensive Revenue & Expenses							
Income - General Funds							
Non-exchange Revenue							
Donations & Sponsorships	62,634	157,080	210,203	214,407	218,695	223,069	227,530
Grants							
NCC - Operations & Maintenance	709,553	733,850	759,535	774,726	790,221	806,025	822,146
NCC - Depreciation Funded	0	0	0	227,126	233,719	236,777	237,551
TDC	87,813	87,812	87,812	87,812	87,812	87,812	87,812
Covid Wage Subsidy	51,862						
Total non-exchange Revenue	911,862	978,742	1,057,550	1,304,071	1,330,447	1,353,683	1,375,039
Exchange Revenue							
Investments	11,928	2,810	2,810	2,866	2,923	2,981	3,041
Exhibitions	10,011	10,014	11,275	11,501	11,731	11,966	12,205
Life Long Learning	70,952	72,066	74,152	75,635	77,148	78,691	80,265
Visitor Services & Marketing	171,751	274,644	285,911	291,629	297,462	303,411	309,479
Rent	115,909	131,548	131,861	132,441	133,024	133,609	134,197
Other Income	1,702	7,765	0	0	0	0	0
Total Exchange Revenue	382,253	498,847	506,009	514,072	522,288	530,658	539,187
Total Income General Funds	1,294,115	1,477,589	1,563,559	1,818,143	1,852,735	1,884,341	1,914,226
Special Purpose Funds - Exchange Revenue							
Interest & Dividends Income							
Acquisitions Fund	1,320	1,223	1,254	1,279	1,305	1,331	1,358
Asset Renewal Fund	397	3,295	3,377	3,445	3,514	3,584	3,656
Burton Fund	930	2,109	2,162	2,205	2,249	2,294	2,340
Cuthbertson Fund	5,534	12,203	12,508	12,758	13,013	13,273	13,538
Education Fund	287	659	675	689	703	717	731
Large-Scale Fund	0	15,562	15,951	16,270	16,595	16,927	17,266
Other Funds	109	118	121	123	125	128	131
Non Exchange Revenue		0	0				
Donations Received	11,895	26,578	26,578	27,109	27,651	28,204	28,768
Total Special Purpose Funds Income	20,473	61,746	62,626	63,878	65,155	66,458	67,788
Other Revenue - Non-Exchange							
Donated Collection Items at Valuation	60,700	10,000	10,000	10,000	10,000	10,000	10,000
Total Other Income	60,700	10,000	10,000	10,000	10,000	10,000	10,000
Total Revenue	1,375,287	1,549,335	1,636,185	1,892,021	1,927,890	1,960,799	1,992,014
Expenses - General Funds							
Personnel Costs	641,852	632,547	684,547	705,083	726,235	748,022	770,463
Audit	14,219	15,540	17,040	17,551	18,078	18,620	19,179
Administration	133,136	134,528	159,535	165,916	172,553	179,455	186,633
Governance	70,668	70,790	71,917	74,074	76,296	78,585	80,943
Exhibitions	127,117	154,895	152,378	158,473	164,812	171,404	178,260
Life Long Learning	4,268	6,747	6,747	6,882	7,020	7,160	7,303
Visitor Services	87,110	183,937	206,134	210,257	214,462	218,751	223,126
Collection	2,131	5,614	5,615	5,727	5,842	5,959	6,078
Facilities	143,652	149,205	150,001	156,001	162,241	168,731	175,480
Maintenance	22,995	88,061	68,794	71,545	74,407	77,383	80,478
Depreciation	447,078	446,320	447,121	454,253	467,439	473,553	475,103
Total General Fund Expenses	1,694,225	1,888,184	1,969,828	2,025,762	2,089,385	2,147,623	2,203,046
Subtotal Operating Surplus/(Deficit)	(318,937)	(338,849)	(333,643)	(133,740)	(161,494)	(186,825)	(211,031)

Financial Statements
The Bishop Suter Trust
Period 2024-2028

	Actual YE 30 Jun 2022 \$	Forecast YE 30 Jun 2023 \$	Budget YE 30 Jun 2024 \$	Forecast YE 30 Jun 2025 \$	Forecast YE 30 Jun 2026 \$	Forecast YE 30 Jun 2027 \$	Forecast YE 30 Jun 2028 \$
Unrealised Market Adjustments for Operations Funds	(97,082)	46,246	47,403	48,350	49,317	50,303	51,309
Unrealised Market Adjustments for Education Funds	(2,153)	516	529	540	551	562	573
Unrealised Market Adjustments for Arts Funds	(76,208)	29,466	30,203	30,807	31,422	32,050	32,691
Impairment Value for Collection items	314,576	0	0	0	0	0	0
Operating Surplus/(Deficit)	(179,804)	(262,621)	(255,508)	(54,043)	(80,204)	(103,910)	(126,458)
Net Surplus							
General Funds	(109,624)	(308,915)	(302,960)	(102,444)	(129,572)	(154,265)	(177,820)
Redevelopment Fund	0	0	0	0	0	0	0
Acquisitions Fund	(17,705)	4,487	4,599	4,691	4,785	4,881	4,979
Burton Fund	(12,193)	4,138	4,242	4,327	4,413	4,501	4,591
Cuthbertson Fund	(35,957)	35,979	36,879	37,616	38,368	39,135	39,917
Education Fund	(1,866)	1,174	1,204	1,229	1,254	1,279	1,304
Other Funds	(2,460)	515	528	538	548	559	571
	(179,804)	(262,621)	(255,508)	(54,043)	(80,204)	(103,910)	(126,458)
Calculation of Cash Operating Surplus							
Cash Operating Surplus	67,440	97,471	103,477	83,386	62,225	39,952	16,520
CASH SURPLUS	67,440	97,471	103,477	83,386	62,225	39,952	16,520
Less: Transfer to Asset Renewal Fund	(235,000)	0	0	(227,126)	(25,000)	0	0
Cash Surplus after transfer to Asset Renewal Fund	(167,560)	97,471	103,477	(143,740)	37,225	39,952	16,520
Plus: Cash from NCC Depreciation Fund		57,324	66,200	86,342	153,940	87,775	20,603
Plus: Cash from Suter Asset Renewal & Large Scale	41,434	59,920	100,597	122,115	191,144	126,467	60,842
Cash Surplus after Fund Transfers	(126,126)	214,715	270,274	64,716	382,309	254,194	97,965

Financial Statements
The Bishop Suter Trust
Period 2024-2028

	Actual YE 30 Jun 2022 \$	Forecast YE 30 Jun 2023 \$	Budget YE 30 Jun 2024 \$	Forecast YE 30 Jun 2025 \$	Forecast YE 30 Jun 2026 \$	Forecast YE 30 Jun 2027 \$	Forecast YE 30 Jun 2028 \$
Statement of Financial Position							
Current Assets							
Cash and Cash equivalents	95,541	148,878	220,879	45,861	52,040	61,213	47,253
Cash on hand	540	540	540	540	540	540	540
Bank term deposit		0	0	0	0	0	0
Receivables	18,237	18,237	18,237	18,237	18,237	18,237	18,237
Accrued Interest Burton Fund	0	0	0	0	0	0	0
Other Current Assets	24,977	24,977	24,977	24,977	24,977	24,977	24,977
GST receivable	7,941	8,020	8,020	8,020	8,020	8,020	8,020
Total Current Assets	147,236	200,652	272,653	97,635	103,815	112,987	99,027
Specific Purpose Investments							
Cuthbertson Investments	471,973	507,952	544,831	582,447	620,815	659,950	699,867
Burton Fund Investments	109,118	113,256	117,498	121,825	126,238	130,739	135,330
Education Fund Investments	24,493	31,443	38,422	45,426	52,455	59,509	66,588
Maintenance and Depreciation Funds	1,040,400	1,045,582	1,011,716	1,184,793	1,088,075	1,032,423	1,043,812
Acquisitions Fund	180,284	243,848	235,025	225,825	216,261	206,346	196,093
Other Funds	21,363	21,878	22,406	22,944	23,492	24,051	24,622
Total Specific Purpose Investments	1,847,631	1,963,961	1,969,898	2,183,260	2,127,337	2,113,018	2,166,312
Non Current Assets							
NCC Depreciation Fund	1,098,293	1,040,970	974,770	1,115,554	1,195,333	1,344,335	1,561,283
Collection							
Opening Balance	7,482,247	7,891,306	7,936,306	7,986,306	8,037,306	8,089,306	8,142,306
Additions	33,783	35,000	40,000	41,000	42,000	43,000	44,000
Additions from accumulated reserves							
Donated	60,700	10,000	10,000	10,000	10,000	10,000	10,000
Ex Cuthbertson							
Ex Burton							
Ex Acquisitions							
Less: Impairments	314,576						
Total Collection Assets	7,891,306	7,936,306	7,986,306	8,037,306	8,089,306	8,142,306	8,196,306
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	(131,169)	(154,131)	(177,094)	(200,056)	(223,019)	(245,981)	(268,944)
Work in Progress	903	0	0	0	0	0	0
Buildings and fitout	10,831,659	10,849,010	10,849,010	10,969,010	11,129,444	11,424,824	11,587,874
Additions / Redevelopment	17,351	0	120,000	160,434	295,380	163,050	28,706
Depreciation Buildings	(2,352,746)	(2,724,549)	(3,101,603)	(3,486,678)	(3,886,522)	(4,294,519)	(4,703,951)
Plant & Equipment	629,942	656,212	678,991	691,391	703,641	716,141	728,641
Additions	26,270	31,779	12,400	12,250	12,500	12,500	12,500
Disposals		(9,000)					
Depreciation Plant and Equipment	(342,912)	(385,466)	(432,571)	(478,787)	(523,419)	(566,013)	(608,721)
Property Plant and Equipment	9,580,547	9,165,103	8,850,382	8,568,813	8,409,255	8,111,251	7,677,354
	17,471,853	17,101,409	16,836,688	16,606,119	16,498,561	16,253,557	15,873,660
Total Assets	20,565,014	20,306,991	20,054,009	20,002,569	19,925,046	19,823,898	19,700,284

Financial Statements
The Bishop Suter Trust
Period 2024-2028

	Actual YE 30 Jun 2022 \$	Forecast YE 30 Jun 2023 \$	Budget YE 30 Jun 2024 \$	Forecast YE 30 Jun 2025 \$	Forecast YE 30 Jun 2026 \$	Forecast YE 30 Jun 2027 \$	Forecast YE 30 Jun 2028 \$
Statement of Financial Position							
Liabilities							
Current Liabilities							
GST Payable	0	0	0	0	0	0	0
Payables from exchange transactions	81,789	84,243	86,770	89,373	92,054	94,816	97,660
Employee Entitlements	35,381	36,442	36,442	36,442	36,442	36,442	36,442
Other Liability		0	0	0	0	0	0
Income In Advance	36,131	37,215	37,215	37,215	37,215	37,215	37,215
Total Current Liabilities	153,301	157,900	160,427	163,030	165,712	168,473	171,318
Long Term Liabilities							
Bank Loans							
Total Long Term Liabilities	0	0	0	0	0	0	0
Total Liabilities	153,301	157,900	160,427	163,030	165,712	168,473	171,318
Net Assets	20,411,713	20,149,091	19,893,582	19,839,538	19,759,334	19,655,424	19,528,966
The Bishop Suter Trust Equity							
Capital & Reserves							
General Purpose Funds	6,734,790	6,393,521	6,058,207	5,922,879	5,759,879	5,571,637	5,359,273
Nelson City Council	6,000,000	6,000,000	6,000,000	6,000,000	6,000,002	6,000,000	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
Asset Renewal Fund							
Large Scale Fund							
Cuthbertson Fund	567,954	603,933	640,812	678,428	716,796	755,931	795,848
Burton Fund	153,666	157,804	162,046	166,373	170,786	175,287	179,878
Other Funds	46,785	47,300	47,828	48,366	48,914	49,473	50,044
Acquisitions Fund	2,161,476	2,192,540	2,223,717	2,255,517	2,287,953	2,321,038	2,354,785
Education Fund	27,739	34,688	41,667	48,671	55,700	62,754	69,833
Total Trust Equity	20,411,713	20,149,091	19,893,582	19,839,538	19,759,334	19,655,424	19,528,966
Statement Of Cash Flows							
CashFlows from operating Activities							
Sales of Good and Services	571,781	496,037	503,199	511,206	519,365	527,677	536,146
Grants and Donations	906,284	1,063,728	1,150,328	1,190,396	1,278,319	1,232,885	1,186,859
Interest and Dividends	859	2,810	2,810	2,866	2,923	2,981	3,041
Payments to Suppliers	(781,403)	(806,864)	(835,633)	(863,823)	(893,030)	(923,286)	(954,636)
Payment to Employees	(650,965)	(631,486)	(684,547)	(705,083)	(726,235)	(748,022)	(770,463)
Net GST	(5,360)	(79)	0	0	0	0	0
Net Cash flows from Operating Activities	41,196	124,146	136,157	135,562	181,342	92,235	947
Cash Flows from Investing Activites							
Proceeds from sale of Financial Assets	356,427	94,920	140,597	163,115	233,144	169,467	104,842
Purchase of Property Plant and Equipment	(74,183)	(30,876)	(132,400)	(172,684)	(307,880)	(175,550)	(41,206)
Purchase of Collection Assets	(33,783)	(35,000)	(40,000)	(41,000)	(42,000)	(43,000)	(44,000)
Purchase of Investments	(375,779)	(99,853)	(32,353)	(260,010)	(58,426)	(33,979)	(34,543)
Net Cash flow from Investing Activities	(127,318)	(70,809)	(64,156)	(310,580)	(175,163)	(83,063)	(14,907)
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) Cash & Cash equivalents	(86,121)	53,337	72,001	(175,018)	6,180	9,172	(13,960)
Cash and cash equivalents beginning of Period	182,204	96,082	149,419	221,420	46,402	52,582	61,754
Cash and Cash equivalents end of Period	96,082	149,419	221,420	46,402	52,582	61,754	47,794

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 other entities, 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 awareness¹⁵.
- 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.
- 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.

¹⁵ Section 13 clauses C; 2 & 3 The Bishop Suter Trust Deed of Trust

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)).
- The Board is considering trustee mentorships to introduce diversity into Board committees, and for the Board itself.

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 subcommittees and their Terms of Reference



Appendix IV: Risk Management.

The following summarizes the BST Risk Management Framework and Register. A continuous rolling review of this Register is carried out as a standing agenda item of BST Audit Risk & Remuneration Committee.

Risk category	includes	Mitigations
1. Governance	Decision making; Board skill set; Conflicts of interest	Trustees; Balance of skills, experience and knowledge; succession planning; appropriate policies, processes, guidelines in place
2. 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; Lessee management
3. Regulatory, compliance & legal	Employment; health & safety; Privacy; copyright; local government	Transparency; policies, procedures and guidelines; legal counsel as required
4. Financial & Resourcing	Adequate operational funding- threats to revenue sources; investment management; theft & fraud; facilities & leases	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, investments
5. Operational: management, Staff & well-being	Appropriately skilled staff; safe work environment; staff well being	Good Employer practices; health & Safety; remuneration; staff performance reviewed; retention; training; emergency preparedness
6. 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
7. Information, communications and technology	Cyber threats; systems' failures; critical data loss,	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;

	inadequate systems	full separation of Wi-Fi networks and appropriate staff training and practices.
8. 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; adequate insurance; provenance and ownership legal title transference; Records management compliance
9. 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. Insurance.
10. 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; insurance

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 16 December 2022

Ref. S.o.E.	Requirement	BST Sol references
1.1;1.2	Prospective financial statements	Appendix I pp.19-27
1.3,1.4	Compliance with LGA and Public Records Act	Appendix III pp.32ff The Trust's approach to Governance
1.5	Reporting on Health & Safety matters	Performance measure 3.1.4
1.6	Non- council revenue streams	p.3; p17 resourcing, p18 Statement of comprehensive Income & notes p.20
1.7	Capital expenditure & asset management intentions	P21, 22
1.8-1.11	Performance targets & measures Organisational description, intentions Strategic context	Section 3 pp.11-14 pp.3-9 Section 5 pp.15 following
1.12; 1.14	Risk management and Health & Safety [H&S]	P.7 and Appendix IV. Related Performance targets: 3.1.4
1.13	Climate Change and Sustainability: Measures to transition to net zero carbon emissions by 2050 Key climate change risks Waste minimisation and shift to circular economy	p.5 floods p.7 Performance targets: 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.7; related Performance objective: 3.1.2
Specific expectations to be included in the Sol of The Bishop Suter Trust		
1.18	Response to the effects of COVID-19 and recovery	Introduction section 1. visitor numbers p.16ff related Performance objective/target: 3.1.1

	-Impacts on visitor numbers and budget Contribution to regional recovery efforts	Impact on non-council revenue p.16 ff Partnerships' objective: 3.4
1.18.2	Planning and reporting: SMART targets	Section 3 pp.11-14
1.18.3	Good employer obligations; Fair Pay and equal employment opportunities.	Related Performance objective: p. 3.1.4
1.18.4	TDC relationship: with a view to strengthening that relationship with a view to increasing funding from that source	Services provided are linked to both TDC and NCC community outcomes pp.10ff; including educational delivery and outreach projects The Suter's Tasman ArtWalk [STAW] project is a project that is strengthening our relationship with TDC, with some STAW funding input from TDC
1.18.5 & 1.18.7	Resilience: A risk management plan; including inflation, increasing insurance costs, revenue and other impacts	This is covered in our Risk Register which is regularly reviewed See above 1.12; 1.14 responses; We are micro-managing costs to mitigate impacts of operating expense increases. Proactively managing our relationship with BST's insurer. Insurance rates will increase; plus BST cover on buildings and collection will also increase aligned with building valuation increased costs of compliance and construction, and increased value of collection assets and loans (collection and exhibitions).
1.18.6	Governance & succession plan to identify and develop greater diversity and representation of diverse communities in future succession planning	Appendix III. See also performance target/measure 3.2.2
1.18.8	Assets and security; commentary on assets and options for security	BST assets are well protected- see risk register, insurance etc. Investments are professionally managed under a DIMS [discretionary investment management service] by a highly respected investment management company. Portfolio is structured through our BST's SIPO
1.18.9	Fundraising; performance evaluation & reporting	Performance is meeting funding targets established in budgets. Performance against targets, financial and non-financial, is monitored through BST subcommittees and to BST Board; and to stakeholders at agreed intervals.