

# Trustee Expectations

## Te Tai-o-Aorere Arts Development Trust

This document outlines the expectations for trustees of the Te Tai-o-Aorere Arts Development Trust. It is designed to provide clarity about the role, responsibilities, and commitments required of trustees.

### Term of Appointment

- Trustees serve for a minimum term of three (3) years
- Trustees may serve for one further three-year term before being required to stand down for one year
- After standing down for one year, trustees may be reappointed for a further two terms of three years

### Governance Responsibilities

As a trustee, you will be expected to:

1. **Understand and uphold the Trust Deed:** Understand and act in accordance with the terms of the Trust and its charitable purposes.
2. **Strategic direction:** Participate in setting the strategic direction of the Trust in line with its charitable purposes and principles.
3. **Financial oversight:** Ensure appropriate financial management, approve budgets, and review financial statements.
4. **Policy development:** Contribute to the development and review of Trust policies.
5. **Risk management:** Identify and manage risks to the Trust and its operations.
6. **Performance monitoring:** Monitor the Trust's performance against its strategic objectives.
7. **Legal compliance:** Ensure the Trust operates in compliance with relevant laws and regulations.
8. **Advocacy and Promotion:** Act as a passionate advocate for the arts and the Trust's values and purpose helping to promote the work of the Trust and fostering partnerships with other key stakeholders.
9. **Community Engagement:** Represent the Trust at public events, networking functions and community gatherings to build relationships, raise awareness and garner support.
10. **Fundraising and Development:** Contribute actively to fundraising initiatives, especially including private philanthropic support and special events to secure financial resources for events and activities.

## **Meeting Commitments**

- Actively attend and participate at Board meetings
- Participate in the public Annual General Meeting
- Attend any Special Meetings that may be called
- Participate in any relevant workshops and strategic planning sessions to contribute to decision-making processes and offer valuable insights.
- Review meeting materials in advance and come prepared to contribute
- Maintain confidentiality of Board discussions
- Declare any conflicts of interest

## **Principles to Guide Decision-Making**

All trustees are expected to be guided by the following principles:

- Respecting and implementing the dual heritage of the partners of te Tiriti o Waitangi
- Respecting cultural diversity and encouraging people from all whakapapa and backgrounds
- Avoiding barriers to participation by proactively centering accessibility
- Inspiring and enabling people to reach their full potential
- Maintaining high standards of professionalism, integrity, and ethical conduct
- Enabling positive social change from within communities

## **Legal Duties**

All trustees have legal duties under the Trusts Act 2019, including:

- Acting honestly and in good faith
- Holding or dealing with Trust assets to further the purpose of the Trust
- Exercising powers for a proper purpose
- Avoiding conflicts of interest
- Not using the position for personal benefit

## **Time Commitment**

In addition to formal meetings, trustees should expect to spend time on:

- Reading and preparing for meetings
- Participating in committee work if appointed to committees
- Attending Trust events
- Building networks and relationships in the community
- Keeping informed about arts and cultural developments and activities in the region

## **Knowledge and Skills Development**

Trustees are encouraged to:

- Participate in governance training opportunities
- Keep up to date with developments in the arts and cultural sector
- Develop understanding of Te Ao Māori and cultural competency
- Share their expertise and knowledge with other trustees

## **Representing the Trust**

When representing the Trust in public or professional settings, trustees are expected to:

- Act as ambassadors for the Trust and its purposes
- Communicate the vision and values of the Trust
- Support decisions made by the Board even if they did not personally agree
- Refer media inquiries to the appropriate spokesperson
- Integrity and Ethical Conduct: Uphold the highest standards of ethical behaviour including confidentiality, and demonstrate integrity in all board-related activities.

## **Working Relationships**

Trustees are expected to:

- Maintain constructive and respectful relationships with fellow trustees
- Work collaboratively with the Advisory Committee
- Support the work of Trust staff and volunteers
- Engage positively with the wider community

By accepting appointment as a trustee, you agree to fulfill these expectations to the best of your ability and to act in the best interests of the Te Tai-o-Aorere Arts Development Trust.

## High level budget 25/26/27

Income - FY 2025/26		Income - FY 2026/27	
<b>ADA Operational income</b>		<b>ADA Operational income</b>	
Council Funding (NCC + TDC, inc. carry forward)	\$367,769.00	Council Funding (NCC + TDC)	\$259,507.00
External Grants and Sponsorship	\$66,000.00	External Grants and Sponsorship	\$140,000.00
Other income (interest, membership and fundraising)	\$5,000.00	Other income (interest, membership and fundraising)	\$15,000.00
<b>Subtotal ADA Operational Income</b>	<b>\$438,769.00</b>	<b>Subtotal ADA Operational Income</b>	<b>\$414,507.00</b>
<b>CCS Grant Funding</b>		<b>CCS Grant Funding</b>	
CCS Grant Income - Nelson City Council	\$46,550.40	CCS Grant Income - Nelson City Council	\$46,550.40
NCC CCS promotion	\$6,000.00	NCC CCS promotion	\$6,000.00
<b>Subtotal CCS Grant Funding</b>	<b>\$52,550.40</b>	<b>Subtotal CCS Grant Funding</b>	<b>\$52,550.40</b>
<b>Event/Project Income</b>		<b>Event/Project Income</b>	
ADA Projects income (including project management)	\$18,800.00	ADA Projects income (including project management)	\$24,392.00
Events - Sponsorships and Workshop sales	\$163,000.00	Events - Sponsorships and Workshop sales	\$98,000.00
TUKU Festival Projects	\$20,000.00	TUKU Festival Projects	\$20,000.00
<b>Subtotal Event/Project Income</b>	<b>\$201,800.00</b>	<b>Subtotal Event/Project Income</b>	<b>\$142,392.00</b>
<b>Refinery Gallery Income</b>		<b>Refinery Gallery Income</b>	
Council Grant	\$42,340.00	Council Grant	\$43,187.00
Refinery Commissions and Rental	\$26,000.00	Refinery Commissions and Rental	\$26,000.00
<b>Subtotal Refinery Gallery Income</b>	<b>\$68,340.00</b>	<b>Subtotal Refinery Gallery Income</b>	<b>\$69,187.00</b>
<b>Total Income</b>	<b>\$761,459.40</b>	<b>Total Income</b>	<b>\$678,636.40</b>
<b>Expenses - FY 2025/26</b>		<b>Expenses - FY 2025/26</b>	
<b>ADA Operational Expenses</b>		<b>ADA Operational Expenses</b>	
<b>Subtotal ADA Operational Expenses</b>	<b>\$409,168.00</b>	<b>Subtotal ADA Operational Expenses</b>	<b>\$381,004.00</b>
<b>CCS Grant Funding</b>		<b>CCS Grant Funding</b>	
<b>Subtotal CCS Grant Funding</b>	<b>\$54,426.00</b>	<b>Subtotal CCS Grant Funding</b>	<b>\$56,590.00</b>
<b>Event Project Expenses</b>		<b>Event Project Expenses</b>	
<b>Subtotal Event Project Expenses</b>	<b>\$221,800.00</b>	<b>Subtotal Event Project Expenses</b>	<b>\$164,000.00</b>
<b>Refinery Gallery Expenses</b>		<b>Refinery Gallery Expenses</b>	
<b>Subtotal Gallery Expenses</b>	<b>\$81,342.00</b>	<b>Subtotal Gallery Expenses</b>	<b>\$80,282.00</b>
<b>Total Expenses</b>	<b>\$766,736.00</b>	<b>Total Expenses</b>	<b>\$681,876.00</b>

## Personnel Structure

ARTS DEVELOPMENT AGENCY STAFF ORGANISATIONAL CHART - PROPOSED FUTURE STRUCTURE PHASE 1  
1 JULY 2025 – 30 JUNE 2026 (12 MONTHS)



