RISE Living Safe

Governance Statement

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Read alongside	Board Membership Policy; Trust Deed; Conflicts of Interest Policy

“Ki te kāhore he whakakitenga ka ngaro te iwi”
Without foresight or vision the people will be lost.
Kīngi Tāwhiao Pōtatau Te Wherowhero

1. About This Statement

This Governance Statement describes how the Board of Trustees of RISE Living Safe (RISE) is structured and how it operates. It should be read alongside the Board Membership Policy, which sets out the principles, values, and responsibilities that guide Trustees in their service to RISE.

These two documents and Te Tiriti o Waitangi form the governance framework that guides RISE and the RISE Board in all its work and actions.

This statement complements but does not replace the RISE Trust Deed, which is the founding legal document of the organisation. Where this statement and the Trust Deed differ, the Trust Deed prevails.

2. Definitions

In this statement:

Board / Poari — The Board of Trustees of RISE Living Safe, acting collectively in formal session.

CEO / Kaiwhakahaere — The Chief Executive Officer / Kaiwhakahaere: the senior management role accountable to the Board for the operational leadership of RISE.

Chair / Heamana — The Trustee elected by the Board to lead and facilitate its work.

Kaimahi — Employees and staff of RISE.

Management — The CEO/Kaiwhakahaere and the staff team responsible for the day-to-day operations of RISE.

RISE — RISE Living Safe, a Charitable Trust established in 1993 under the Charitable Trusts Act 1957.

Te Tiriti — Te Tiriti o Waitangi and its principles as they apply to the governance and operation of RISE.

Trust Deed — The founding legal document of RISE, which governs the structure, powers, and obligations of the Board.

Trustee — An appointed member of the Board of RISE Living Safe.

Whānau / communities — The people, families, and communities that RISE serves across Te Tau Ihu, Te Tai Poutini, and Kaikōura.

3. The Board

3.1 Purpose and role

The Board is the governing body of RISE. Its role is to provide strategic leadership, ensure accountability, and protect the long-term interests of the communities RISE serves. The Board governs — it does not manage.

The Board is collectively responsible for:

- setting and approving the organisational vision, strategy, and annual budget
- ensuring RISE operates in accordance with Te Tiriti o Waitangi
- monitoring organisational performance and financial health
- ensuring legal, ethical, and contractual compliance
- managing risk at a governance level
- appointing, supporting, and holding to account the CEO/Kaiwhakahaere
- approving governance and strategic policies
- ensuring public accountability and transparency

3.2 Composition

The Board consists of up to eight (8) Trustees, as set out in the Trust Deed. The Board will maintain sufficient membership to ensure effective governance and continuity, and will actively plan for succession.

In recruiting Trustees, the Board considers skills, experience, diversity, and commitment to Te Tiriti o Waitangi. RISE uses a skills matrix to guide recruitment decisions. Full details are set out in the Board Membership Policy.

3.3 Terms of office

Trustees are appointed for a term of three (3) years and may serve a maximum of three (3) terms. Reappointment is not automatic and is subject to the Board's assessment of organisational need and the Trustee's performance and availability.

4. The Chair

The Board elects a Chair/Te Heamana from among its Trustees. The Chair serves a leadership role for the Board as a whole — not as an individual authority over other Trustees or over management.

The Chair is responsible for:

- facilitating Board hui so that all Trustees contribute and discussions lead to clear, well-reasoned decisions
- ensuring the Board focuses on governance rather than operational matters
- ensuring the integrity and effectiveness of the Board's governance processes
- overseeing Trustee recruitment in accordance with the Board Membership Policy
- maintaining a regular working relationship with the CEO/Kaiwhakahaere, staying informed on significant matters between hui
- leading Trustee induction and ensuring new Trustees are supported in their first three months
- bringing to the Board's attention any policy, risk, or conduct matter that requires collective consideration
- representing the Board externally where appropriate

The Chair is entitled to a casting vote but does not have individual decision-making authority beyond that held by any other Trustee. Only the Board acting collectively in session is authorised to make decisions on behalf of RISE.

RISE does not have a Deputy Chair. If the Chair is absent or unable to act, the Chair will ask a Trustee to act as chair or the Board will elect a Trustee to chair that meeting or fulfil the Chair's responsibilities for that period.

5. Board Meetings

5.1 Frequency

The Board meets at least eleven (11) times per year for business and strategic purposes and attends the Annual General Meeting (AGM). Additional planning or training hui are held as required. The meeting dates are set before the beginning of each calendar year.

5.2 Quorum and decision-making

Quorum and voting requirements are set out in the Trust Deed. Decisions are made collectively by the Board in session. Individual Trustees have no authority to act or decide on behalf of the Board outside of this context.

The Board seeks to reach decisions by consensus. Where consensus is not possible, decisions are made by vote in accordance with the Trust Deed.

5.3 Agenda and standing items

The Chair sets the agenda for each hui in consultation with the CEO/Kaiwhakahaere. Any Trustee may request an item be added to the agenda through the Chair.

At each business hui, the Board will ordinarily consider:

- a report from the CEO/Kaiwhakahaere on organisational performance and operational matters
- financial reports and budget monitoring
- health and safety updates
- conflicts of interest — Trustees are asked to declare any new conflicts at the opening of each meeting
- strategic or policy matters as required
- risks and any matters requiring Board decision or noting

At strategic hui, the Board focuses on strategic planning or topics of strategic significance, as well as presentations from RISE kaimahi on their work and experiences with people RISE works with day-to-day so Trustees are grounded in RISE's mission and purpose.

At least annually the Board will:

- review the annual strategic plan and the annual budget
- approve the annual report and audited financial statements
- review Board composition and succession planning
- conduct a Board effectiveness evaluation
- review governance policies due for review
- consider the organisation's risk profile

5.4 Confidentiality

Board discussions and papers are confidential unless the Board determines otherwise or disclosure is required by law. This obligation continues after a Trustee leaves the Board.

6. Committees and Working Groups / Ngā Kōmiti

RISE does not currently have standing Board committees. The full Board carries out the functions that committees might otherwise undertake.

The Board may establish committees or working groups when it is efficient or necessary to do so, in accordance with the Trust Deed. Any committee established by the Board will:

- have clearly defined terms of reference, approved by the Board
- have its membership confirmed by the Board
- report back to the full Board — committees advise and recommend; they do not make decisions on behalf of the Board unless explicitly delegated to do so
- have their terms of reference reviewed at least biennially

Delegation to a committee does not remove the Board's collective responsibility. The full Board remains accountable for the decisions and actions of any committee it establishes.

7. Board and Management Relationship

7.1 The governance–management distinction

The Board governs; management operates. This distinction is fundamental to how RISE functions. The Board sets direction, approves strategy, monitors performance, and holds management to account. The CEO/Kaiwhakahaere and kaimahi are responsible for implementing strategy and managing day-to-day operations.

Trustees must not direct kaimahi or become involved in operational matters outside of their governance role. Equally, management does not make governance decisions.

7.2 The CEO / Kaiwhakahaere

The CEO/Kaiwhakahaere is the primary link between the Board and management. All Board authority delegated to management flows through the CEO/Kaiwhakahaere.

The CEO/Kaiwhakahaere is accountable to the Board for:

- the effective operational leadership and management of RISE
- implementing the Board's strategic direction and decisions
- ensuring RISE operates within its approved budget and in accordance with all legal, contractual, and policy requirements
- keeping the Board informed — particularly the Chair — of significant matters between hui
- providing the Board with accurate, timely, and complete information to enable sound governance decisions

7.3 Chair and CEO/Kaiwhakahaere relationship

The Chair maintains a regular working relationship with the CEO/Kaiwhakahaere between hui. This relationship is one of mutual respect and clear role boundaries. The Chair provides a point of contact and support for the CEO/Kaiwhakahaere but does not direct the work of management.

Only decisions of the full Board, made in session, are binding on the CEO/Kaiwhakahaere. Instructions from individual Trustees are not binding.

7.4 Delegations

The Board approves a delegations framework that defines the financial and operational authorities of the CEO/Kaiwhakahaere and management. Matters outside delegated authority must be referred to the Board for decision.

8. Access to Independent Advice

Any Trustee is entitled to seek independent professional advice in relation to their governance responsibilities at RISE. Before doing so, the Trustee should discuss the matter with the Chair.

Subject to the Chair's approval, the reasonable cost of such advice may be met by RISE. Trustees will ensure, as far as practicable, that costs are reasonable and proportionate.

This right exists to support Trustees in carrying out their duties effectively and does not limit the Board's collective decision-making authority.

9. Conflicts of Interest

Trustees must declare any perceived or actual conflict of interest — including financial, personal, professional, or whānau relationships — that could influence, or be seen to influence, their judgement as a Trustee.

The process for managing conflicts of interest is:

- Trustees declare conflicts at the beginning of each hui, or as soon as they become aware of a conflict
- declarations are recorded in the minutes
- each Trustee is responsible for taking appropriate action regarding their conflicts; however, other Trustees and/or the Board may also determine whether the Trustee should withdraw from discussion and/or decision-making on the relevant matter
- Trustees maintain an annual register of interests, updated as circumstances change, which are reviewed and noted annually at a Board hui

Further detail is provided in the Conflicts of Interest Policy. Trustees are expected to be familiar with and act in accordance with that policy at all times.

10. Board Effectiveness

The Board is committed to ongoing improvement in its governance practice. At least annually, the Board will undertake an evaluation of its own effectiveness, considering:

- whether the Board is fulfilling its governance responsibilities
- the quality of Board discussions, decisions, and relationships
- how well the Board is honouring Te Tiriti o Waitangi in its governance
- Trustee skills, development needs, and succession
- the effectiveness of the Board's relationship with the CEO/Kaiwhakahaere and management

The outcomes of the evaluation will inform the Board's work plan and any changes to governance practice. Trustees are individually expected to reflect on their own contribution and to participate in relevant training and development throughout their term.

11. Review of This Statement

This Governance Statement is owned by the Board and will be reviewed at least every three years, or sooner if there is a significant change to RISE's structure, the Trust Deed, the Board Membership Policy, or relevant legislation. Any updates will be approved by the Board.

Approved	June 2026
Next review	By June 2029
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Read alongside	Board Membership Policy; Trust Deed; Conflicts of Interest Policy

Related Documents

Related document	Notes
Trust Deed	Founding legal document; prevails over this statement where they differ
Board Membership Policy	Principles, values, and responsibilities of Trustees
Conflicts of Interest Policy	Detailed process for managing conflicts
Delegations Framework	Financial and operational authorities of the CEO/K and management

CEO/Kaiwhakahaere Employment Agreement and Performance Framework	
Risk Management Policy	
Good Governance Code (Community Governance Aotearoa)	External reference
Corporate Governance in NZ: Principles and Guidelines (FMA)	External reference
Access to Information Policy	To be developed