



**Position Title:** Trustee  
**Date:** January 2025  
**Location:** National

### About the New Zealand String Quartet Trust

Founded in 1987, the New Zealand String Quartet – Te Rōpū Tūrū o Aotearoa (NZSQ) provides transformational chamber music experiences for New Zealanders.

Known internationally for its insightful interpretations and dynamic style, the NZSQ offers high-quality musical performances, blending fresh and familiar repertoire, including New Zealand music, major composers, and cross-genre collaborations. Proud cultural ambassadors, the NZSQ has commissioned over 150 New Zealand works and actively champions New Zealand and Māori music.

In addition to performing, the Quartet plays a leadership role in music education, serving as Quartet-in-Residence at the New Zealand School of Music – Te Kōkī since 1991. The NZSQ Trust also leads the annual Adam Summer School for Chamber Music in Nelson and mentors young musicians through various programmes across the country.

### Purpose of the Trustee

All Trustees of the Board work with the wider NZSQ team to develop the NZ String Quartet Trust's (NZSQ) strategy and identify the culture that will support the successful implementation of that strategy. The Board provides oversight of strategy delivery through quarterly Board meetings. NZSQ champions New Zealand and Māori music and artists, and as such all Trustees need to understand the principles of Te Tiriti o Waitangi and how these impact on the work of NZSQ. Through the Trustees' leadership and relationships, valuable strategic connections are made with our audience, sponsors, donors and the wider community of Aotearoa.

All Trustees will belong to at least one of the following Board Committees:-

- Finance, Audit and Risk
- People and Culture
- Sponsorship and Fundraising
- Board Nominations (initiated only when a vacancy arises)

## Key Relationships

### Internal:

- Chair
- Other Trustees
- General Manager, Office team and Quartet musicians

### External:

- Creative New Zealand
- New Zealand School of Music, Victoria University of Wellington
- NZSQ Trust supporters including sponsors, donors and our audience members
- Other organisations and colleagues in the arts sector
- Other Funding bodies

## Key Result Areas

### Strategy and Performance

The Board will work the NZSQ team to develop the NZSQ strategy and identify the organisational culture that will enable the successful delivery of this strategy. The Board will provide oversight of strategy implementation.

- Work closely with management and Quartet players to develop a strategy for the Trust that will deliver sustainable success within an ever-changing environment
- Working closely with management, identify the critical risks facing the Trust
- Working closely with management, identify and role model the culture required for the delivery of the Trust's strategy
- Regularly review performance reports from management to monitor progress towards the delivery of agreed strategic initiatives
- Maintain an up-to-date view of the environment within which the NZSQ operates identifying trends and signals of change that may impact on the future delivery of our strategy
- Communicate a common, consistent and clear understanding of the Trust's purpose and strategy, and the culture that is required to achieve that direction

### Compliance

The Board will ensure that the organisation meets its obligations in terms of its legal and financial responsibilities and ensure that it has rigorous processes in place for risk management and internal control.

- Maintain an overview of financial performance; risk management; legislative compliance and complete its fiduciary responsibilities
- Balance compliance with innovation around the Board table.

## **Stakeholder Relationship Management**

The Board will represent the Trust with external stakeholders, engaging in those relationships that will support and facilitate the delivery of our strategy.

- Identify, develop and maintain strategic connections required to deliver on our strategy
- Represent the Trust at meetings and public events designed to promote the work of the NZSQ
- Support and provide appropriate introductions to enable the General Manager to gain corporate sponsorship and individual donors.

## **General Manager Support**

The board will appoint the General Manager and ensure the incumbent understands the Trust's strategy and the expectations the Board has for success in this role. The day-to-day support of the General Manager will be the role of the Chair with support from appropriate board members as required.

- Oversee the employment of the General Manager, including considering succession planning and induction.
- Establish agreed performance expectations and review these regularly
- Provide guidance and support to the General Manager to ensure the organisation is led effectively.

Competencies	
<p><b>Visionary Leadership</b></p> <p>Articulates a clear view of desired destination; influences, inspires and energises the environment and activities of others to achieve desired destination. Encourages the acceptance of change through helping others see and feel how things can be different.</p>	<ul style="list-style-type: none"> <li>• Inspires and motivates others</li> <li>• Is clear as to what the vision or end goal is</li> <li>• Demonstrates the courage to support delivery of goals in a different manner</li> <li>• Overcomes resistance to change in others</li> <li>• Provides people with rationale behind decisions to gain commitment and ensure involvement</li> </ul>
<p><b>Strategy</b></p> <p>Collaboratively defines organisation's Purpose, Vision, Values and Strategic Initiatives ensuring strategies, plans and performance indicators are aligned.</p>	<ul style="list-style-type: none"> <li>• Leads, with management, the development of NZSQ Trust strategy including performance indicators of success</li> <li>• Identifies and critically assesses strategic opportunities and risks to the organisation</li> <li>• Ensures culture supports delivery of strategy</li> <li>• Identifies issues, critically assesses and contributes to the development of policy, rules and guidelines</li> <li>• Monitors compliance with risk appetite, policy and organisational controls.</li> </ul>
<p><b>Future Focus</b></p> <p>Considers possible future scenarios and their impact on the NZSQ</p>	<ul style="list-style-type: none"> <li>• Undertakes regular environmental scanning to keep up to date with drivers and signals of change within the NZSQ's operating environment in Aotearoa and internationally</li> <li>• Understands the position of the NZSQ in this environment and what matters to our stakeholders</li> <li>• Anticipates possible future scenarios and trends using this broad knowledge and perspective to plan for future possibilities.</li> </ul>
<p><b>Stakeholder Relationships</b></p> <p>Builds, maintains and uses effective strategic connections, to facilitate NZSQ success.</p>	<ul style="list-style-type: none"> <li>• Utilises circles of influence for positive benefit</li> <li>• Defines and agrees benefits of connections</li> <li>• Works collaboratively to accomplish shared goals</li> <li>• Actively engages with others to deliver on NZSQ strategy</li> <li>• Contributes to and assesses effective stakeholder engagement strategies.</li> </ul>

<p><b>Influence</b></p> <p>Uses appropriate interpersonal styles and communication methods to gain acceptance of an idea or strategy; effectively influences others (colleagues and stakeholders); adapts one’s own behaviour to accommodate circumstances and individuals involved.</p>	<ul style="list-style-type: none"> <li>• Seeks first to understand using appropriate questioning techniques</li> <li>• Explores alternatives and clearly articulates benefits</li> <li>• Adapts influencing style to each individual</li> <li>• Challenges in a constructive manner</li> </ul>
<p><b>Strategic Decision-making</b></p> <p>Applies broad knowledge and seasoned experience when addressing complex, strategic business issues or situations; takes all critical information into account and considers multiple perspectives thereby enabling informed, timely judgements and assessments to be made.</p>	<ul style="list-style-type: none"> <li>• Considers opportunities and risks in order to select the best strategy, which may include the acceptance and management of risk</li> <li>• Applies sound judgement finely tuned to the subtleties of the relationship between sponsors, the NZSQ and other key stakeholders</li> <li>• Builds on others ideas, asks questions with curiosity enabling high quality decisions</li> </ul>
<p><b>Board Dynamics</b></p> <p>Contributes to an effective team environment, building relationships based on trust, openness and reliability.</p>	<ul style="list-style-type: none"> <li>• Commits to Board goals and effort</li> <li>• Comes to meetings well prepared and engages in discussion</li> <li>• Contributes to discussions ensuring all participants have an opportunity to contribute</li> <li>• Recognises the complementary way of working across the Board</li> <li>• Shows sensitivity, empathy and is responsive to the dynamics, morale and stress levels of the team</li> <li>• Takes time to know each member of the board – the “whole person”</li> <li>• After robust debate, speaks with one voice.</li> </ul>
<p><b>Professional sector, industry and governance knowledge</b></p>	<p>Has a whole the board requires the following background, knowledge, and experience:-</p> <ul style="list-style-type: none"> <li>• Strong governance experience in the not-for-profit sector</li> <li>• Strong / well-established networks within the corporate and philanthropic environmentsHas experience in fundraising and sponsorship</li> <li>• Marketing and social media</li> <li>• Understands the sector - arts and Culture, orchestral and/or chamber music</li> <li>• Has an understanding of the legislation that impacts on the NZSQ</li> <li>• Has strong financial experience</li> <li>• Has experience in the people and culture space</li> <li>• Understands strategy and foresight</li> <li>• Understands the principles of Te Tiriti o Waitangi and implications of these for the NZSQ Trust</li> </ul>