



Position Title: Trustee
Date: March 2026
Location: National

About the New Zealand String Quartet Trust

Founded in 1987, the New Zealand String Quartet – Te Rōpu Tūrū O Aotearoa - exists to provide transformational chamber music experiences for all New Zealanders. Over the past 36 years the Quartet has established an international reputation for its insightful interpretations, compelling communication, and dynamic performing style.

The NZSQ provides dynamic and high-quality musical experiences for all New Zealanders embracing the fresh and familiar. The Quartet’s rich repertoire includes a wide variety of New Zealand music, composers’ cycles from Beethoven to Bartok, Mozart to Berg, and theatrical presentations encompassing spoken word and dance, from Haydn’s Seven Last Words to Schoenberg’s Transfigured Night. The NZSQ proudly champions New Zealand and Māori music and artists as cultural ambassadors at home and abroad. Since its inception, the Quartet has premiered over 150 New Zealand works, and now works closely with its Mātanga Ngā Toi Māori, taonga pūoro player Horomona Horo.

The NZSQ takes a leadership and advocacy role in advancing music education. Devoted teachers and mentors, all members of the Quartet teach at the New Zealand School of Music – Te Kōkī where the NZSQ has been Quartet-in-Residence since 1991, as well as running the Adam Chamber Music School in Nelson. The NZSQ runs the NZSM Chamber Music Intensive Weekend in Wellington for up-and-coming chamber musicians, and regularly mentors students from Sistema 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 this impacts 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, Quartet musicians and office team

External:

- Creative New Zealand
- New Zealand School of Music and 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.

- Ensure the culture developed for the Trust is aligned with and supports that strategy
- Regularly review performance reports from management to monitor progress towards the delivery of the strategic initiatives
- Maintain an up-to-date view of the environment within which the NZSQ operates identifying trends and events that may impact on the future delivery of our strategy
- Communicate a common, consistent and clear understanding of the Trust's strategy and the culture that is required to achieve that direction
- Role model the desired culture.

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 meet 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 is clear on performance expectations of 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 chief executive to ensure the organisation is led effectively.

Competencies	
<p>Visionary Leadership</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"> • Inspires and motivates others • Is clear as to what the vision or end goal is • Demonstrates the courage to support delivery of goals in a different manner • Overcomes resistance to change in others • Provides people with rationale behind decisions to gain commitment and ensure involvement • Is firm and constructive, provides balanced, specific and timely feedback.
<p>Strategy</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"> • Leads, with management, the development of NZSQ strategy • Identifies and critically assesses strategic opportunities and risks to the organisation • Ensures culture supports delivery of strategy • Identifies issues, critically assesses and contributes to the development of policy, rules and guidelines • Monitors compliance with risk management appetite, policy and organisational controls.
<p>Future Focus</p> <p>Considers possible future scenarios and their impact on the NZSQ</p>	<ul style="list-style-type: none"> • 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 (PESTLE) • Understands the position of the NZSQ in this environment and the nature and drivers of its stakeholders • Anticipates possible future scenarios and trends using this broad knowledge and perspective to plan for future possibilities.
<p>Stakeholder Relationships</p> <p>Builds, maintains and uses effective strategic connections, to facilitate NZSQ success.</p>	<ul style="list-style-type: none"> • Utilises circles of influence for positive benefit • Defines and agrees benefits of connections • Works collaboratively to accomplish shared goals • Actively engages with others to deliver on NZSQ strategy • Contributes to and assesses effective stakeholder engagement strategies.

<p>Influence</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"> • Seeks first to understand using appropriate questioning techniques • Explores alternatives and clearly articulates benefits • Adapts influencing style to each individual • Challenges in a constructive manner
<p>Strategic Decision-making</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"> • Considers opportunities and risks in order to select the best strategy, which may include the acceptance and management of risk • Applies sound judgement finely tuned to the subtleties of the relationship between sponsors, the NZSQ and other key stakeholders • Builds on others ideas, asks questions with curiosity enabling high quality decisions
<p>Board Dynamics</p> <p>Contributes to an effective team environment, building relationships based on trust, openness and reliability.</p>	<ul style="list-style-type: none"> • Commits to Board goals and effort • Comes to meetings well prepared and engages in discussion • Contributes to discussions ensuring all participants have an opportunity to contribute • Recognises the complementary way of working across the Board • Shows sensitivity, empathy and is responsive to the dynamics, morale and stress levels of the team • Takes time to know each member of the board – the “whole person” • After robust debate, speaks with one voice.
<p>Professional sector, industry and governance knowledge</p>	<ul style="list-style-type: none"> • Strong governance experience in the not-for-profit sector • Has experience in fundraising and sponsorship • Marketing and social media • Understands the sector - arts and Culture, orchestral and/or chamber music • Has an understanding of the legislation that impacts on the NZSQ • Has strong financial experience • Has experience in the people and culture space • Understands strategy and foresight • Understands the principles of Te Tiriti o Waitangi and implications of these for the NZSQ Trust