



Position Title: Executive Director
Reports To: Board of Trustees
Location: Wellington
Date: October 2009

SOUNZ

The Centre for New Zealand Music (SOUNZ) provides and promotes music by New Zealand composers through a range of services and projects. It holds the largest accessible collection of materials by and about our composers and plays an important role in supporting creation, performance, publication, recording and broadcast of New Zealand music.

Purpose of the Position

The purpose of the Executive Director's role is to work closely with the Board of Trustees to develop the SOUNZ Strategic Plan and to implement this plan in an efficient and cost-effective way. The Executive Director is responsible for managing all aspects of the organisation and identifying, developing and maintaining key stakeholder relationships with SOUNZ's sponsors, funding organisations and other colleagues in the arts sector.

Staff Responsibilities

This role is responsible for a team of 3.2 full time equivalent staff. The roles include an Information Services Coordinator, Information Services Assistant (.5), Marketing Coordinator, Business Administrator (.5) and an Office Assistant (.2).

Key Relationships

Internal

- Chair and the Board
- Other members of the Office staff
- Composers' Advisory Panel

External

- New Zealand composers
- Composers' Association of New Zealand
- Creative New Zealand
- Phonographic Performances New Zealand (PPNZ)
- Australasia Performance Right Association (APRA)
- Lilburn Trust
- Radio New Zealand Concert
- NZOnAir
- National Library of New Zealand and Alexander Turnbull Library
- International Association of Music Information Centres (IAMIC)
- New Zealand Symphony Orchestra
- Other organisations and colleagues in the arts sector

Key Result Areas

Strategic and Business Plans

The Executive Director is responsible for working closely with the Board of Trustees, to develop, implement and monitor the Strategic Plan.

Key Tasks

- Work closely with the Board to develop the organisation's Strategic Plan and Annual Business Plan.
- Implement and monitor the achievement of the Business Plan.
- Ensure staff are engaged and understand their role and contribution to the Business Plan.
- Provide high quality, robust and timely advice, research and support to the Board on the implementation of the Business Plan.
- Identify potential risks and mitigation strategies to delivering the Business Plan.
- Ensure the Strategic Plan and Annual Business Plans recognise the principles and practices of the Treaty of Waitangi.

Marketing and Promotion

The Executive Director is responsible for ensuring the purpose of the organisation is well publicised, thereby encouraging the widest possible promotion of New Zealand composers and their work in New Zealand and internationally.

Key Tasks

- Develop, implement and monitor the Annual Marketing and Promotion Plan, identifying opportunities to promote New Zealand composers, both in New Zealand and internationally, in innovative ways.
- Ensure all website content is current and relevant and the website is promoted so that it is well-used and seen as an essential tool by key stakeholders.
- Commission and/or prepare promotional material, press releases and other publicity in line with the Marketing and Promotion Plan.
- Develop and manage a range of projects to promote New Zealand music and composers.
- Ensure the SOUNZ database of key contacts is accurately and regularly maintained.
- Develop appropriate marketing and promotional material for dissemination during the year.

Funding and Sponsorship

The Executive Director is responsible for working closely with the Finance and Management sub-committee of the Board, to develop, implement and monitor agreed fundraising strategies, thereby providing for the long term financial sustainability of the organisation.

Key Tasks

- Develop, implement and monitor fundraising strategies, ensuring they are aligned with the SOUNZ Strategic Plan.
- Ensure all applications for funding and required reports for the funding organisations are accurately prepared and submitted on time.
- Prepare and present funding proposals as required.
- Review the organisation's donation and fundraising programmes to ensure a healthy pipeline of funders/supporters and implement changes as required.
- Undertake an active programme of proactive and innovative funding development and liaison with key sponsors/funders and stakeholders.

Financial and Risk Management

The Executive Director is responsible for managing all the systems and procedures ensuring that the interests of the organisation are protected and that statutory obligations are met, especially in the areas of fair trading and copyright.

Key Tasks

- Develop, implement and continually review the effectiveness of the organisation's systems and procedures so that they meet all contractual, financial and legal obligations.
- Implement and maintain the organisation's internal control procedures.
- Prepare and monitor the implementation of the annual operational and capital budgets of SOUNZ, so that they are linked to the organisation's Strategic Plan.
- Provide accurate, timely and complete financial reports to the Board.
- Manage actual income and expenditure so that it is in line with budgeted income and expenditure.
- Manage all accounts payable and receivable so that they are processed in accordance with the organisation's financial policies and procedures.
- Clearly communicate the reasons for any variances between budget and actual figures.
- Provide accurate and detailed data to accountants/auditors to enable the finalisation of year end accounts.
- Develop, implement and regularly review the Risk Management Plan for the organisation.
- Ensure the organisation's responsibilities regarding fair trading and copyright are upheld.

Resource Management

The Executive Director is responsible for the productive management and utilisation of all information technology, capital and expenditure of the organisation.

Key Tasks

- Ensure SOUNZ on-line systems are well-supported, maintained and monitored, reflecting the latest developments in on-line technology and delivering a continuous and relevant service to internal and external users.
- Manage the assets of the organisation in a productive and efficient manner, including information technology hardware and software, intellectual property, equipment and furniture.
- Provide all services within allocated budget.
- Oversee SOUNZ's compliance with relevant legislation, regulations and policy and procedures.
- Maintain information and reporting systems necessary to provide timely, accurate and relevant information for the Board.

Human Resource Management

The Executive Director is responsible for the recruitment, development and retention of high performing staff to enable the delivery of the organisation's Strategic Plan and Annual Business Plan.

Key Tasks

- Engage and/or appoint staff of high calibre and competence in accordance with the organisation's human resource policies and procedures.
- Agree contracts with staff which take into account reward, retention and development.
- Manage the organisation's statutory, legal and good employer obligations.
- Implement and maintain the organisation's performance management system.
- Ensure all staff are aware of and understand the Health and Safety requirements of their roles.
- Ensure the provision of secretariat support to the Board, including the provision of timely and accurate Board Papers and Minutes.
- Initiate and lead the management of change to encourage constant improvement in performance, effectiveness and productivity of resources.

Other

This role is responsible for undertaking other tasks that contribute to the general smooth running of SOUNZ as a whole or as required by the Board.

Competency Summary

Execution	Relationships	Personal Qualities
<p>Arts and Business Acumen</p> <p>Keeps up to date with music industry trends, politics and commercial imperatives to increase or expand current opportunities. Identifies and acts upon opportunities. Recognises signs in the environment and interprets them in relation to impact, opportunities and risks.</p>	<p>Building Strategic Partnerships</p> <p>Builds, maintains and uses effective strategic partnerships, external to the organisation, to facilitate successful business execution.</p>	<p>Commitment to Excellence</p> <p>Sets high personal and professional standards for self and others; assumes responsibility and accountability for the successful completion of projects, assignments or tasks. Consistently gives careful attention to all the detailed aspects of a role, shows a high concern for accuracy.</p>
<p>Executive Decision Making</p> <p>Applies broad knowledge and seasoned experience when addressing complex issues; defines strategic issues clearly despite ambiguity; takes all critical information into account when making decisions; makes difficult, timely, high impact decisions.</p>	<p>Communicating Effectively</p> <p>Expresses and conveys information effectively to other people. This includes speaking, writing and listening. This covers formal and informal situations.</p>	<p>Executive Disposition</p> <p>Effectively relates to and identifies with Board and management perspective; recognises the value of teamwork and works as a member of a collective in order to achieve organisational goals; conveys an image that is consistent with their role within the organisation.</p>
<p>Strategic Stakeholder Focus</p> <p>Focuses attention on meeting the needs of stakeholders ensuring their satisfaction; makes every effort to ensure that stakeholders are listened to by self and others; creates an environment where employees are empowered to deal with stakeholders' needs and requirements.</p>	<p>Gaining Commitment</p> <p>Uses appropriate interpersonal styles and communication methods to gain acceptance of an idea, plan or process; effectively influences others over whom one has no positional authority (peers, colleagues, those external to the organisation); adapts one's own behaviour to accommodate circumstances and individuals involved.</p>	<p>Initiative/Innovation</p> <p>Takes action to achieve objectives beyond what is necessarily called for; generates innovative and practical ideas to meet needs; recognises and seizes opportunities to improve on own and the organisation's performance.</p>

Execution	Relationships	Personal Qualities
<p>Business Execution</p> <p>Defines strategic outcomes, intermediate goals and operational requirements. Establishes courses of action to achieve artistic and business objectives; allocates resources – human, material, financial.</p>	<p>Leadership</p> <p>Uses appropriate methods and a flexible interpersonal style to help build a cohesive team; takes the organisation’s vision, values and objectives into account when making decisions and plans.</p>	<p>Personal Effectiveness</p> <p>Maintains effective performance when under pressure, (such as time pressure, shifting/conflicting priorities or job ambiguity) when facing opposition from others or in ambiguous environments, acts professionally at all times.</p>
<p>Work Management</p> <p>Manages workload by prioritising work goals, requirements and areas of opportunity</p>		
<p>Professional/Technical Skills and Knowledge</p> <p><i>Applies the breadth of knowledge and understanding in position-related area achieved through study and/or experience.</i></p> <ul style="list-style-type: none"> • Studied and gained experience (at least to an under-graduate level) in music and arts administration. • Has demonstrated knowledge of, and commitment to, music and a broad understanding of New Zealand’s music and arts industries. • Has a demonstrated interest in the work of New Zealand composers. • Understands and can work within appropriate legislation. • Has previous experience in managing financial resources, with an understanding of computer accounting packages. • Maintains knowledge through belonging to appropriate professional bodies and attendance at appropriate conferences, seminars, networking meetings. • Understands the principles and practices of the Treaty of Waitangi and the implications of these for the work of the organisation • Is sensitive to tikanga Maori and is able to operate competently within the marae and other Maori settings. • Ability to interact effectively and confidently with Board members, staff and stakeholders • Has an understanding of web-based business systems and databases particularly with regard to information and customer relationship management • Competence in the use of Macintosh computers and the use of commonly used software. 		

Confirmation of Job Description

Full name of employee: _____

Signature: _____

Date: _____

Signed on behalf of SOUNZ by:

Signature: _____

Date: _____



The Centre for New Zealand Music Trust

Background information for Applicants

Rationale

The Centre for New Zealand Music was established in 1991 to promote and provide music by New Zealand composers both within New Zealand and internationally. New Zealand has undergone rapid change in the last 20 years, searching for an identity and role as a small multi-cultural Pacific nation. A confidence in our own culture must be an essential ingredient in the development of a national identity and self assurance. The Centre for New Zealand Music stands alongside organisations such as the Book Council, DANZ and the playwrights' agency Playmarket, Artists' Alliance and the New Zealand Music Commission who have done much to develop their cultural sectors. The focus of the Centre for New Zealand Music / Toi Te Arapuoru is to provide and promote New Zealand's cultural achievements through the music of our composers.

History

A music centre for New Zealand was mooted over thirty years ago. In 1977 the QEII Arts Council set aside monies for a feasibility study. Initial funding came from the Arts Council and the Composers' Foundation of New Zealand. The Centre was launched in June 1991 and moved into its Wellington premises in October 1991. In 1993 it became a full member of IAMIC - the International Association of Music Information Centres (an affiliated society of UNESCO). In 1997 it became a charitable trust and changed its name to the Centre for New Zealand Music Trust. In 1998 it moved to its current premises in Cambridge Terrace, Wellington. The staff has grown in the last 10 years from 1.5 EFTs to 4.2 EFTs. In 2007 with a major grant from the Community Partnership Fund of the National Digital Strategy, the Centre developed SOUNZ Online, a major web project which comprises a music catalogue (Te Ara Puoru), customer relationship management system, library circulations, e-commerce, download platform and public website. The physical and digital library of scores, recordings

and other materials by and about New Zealand composers and their music which has been gathered since 1991, now forms the largest, accessible collection of music by NZ composers in the world.

Vision and Mission Statement

The Centre's vision is:

SOUNZ – created in New Zealand, heard around the world!

Toi te Arapuru – tipus o Aotearoa, rangona e te ao!

The mission statement is:

To provide and promote music by New Zealand composers to enhance the mana of all New Zealanders and our sense of turangawaewae.

The Centre for New Zealand Music represents any New Zealand born or New Zealand resident composer. The criterion for lodgement of works in the library is "that the work has been or is about to be performed, broadcast or recorded by an established or recognised solo artist, ensemble, organisation or orchestra." A two tier system was implemented in 2006 recognising composers who have an extensive track record and a professional commitment to their work (Tier Two); and others whose works have been performed according to the criterion noted above (Tier One).

Strategic Priorities

- To build and maintain a sustainable infrastructure that provides the premier resource for music by New Zealand composers
- To provide an environment which encourages engagement with, and appreciation of, music by New Zealand composers
- To champion New Zealand music and its place in our culture

Activities

The Centre's mission is achieved through services and projects which:

- Encourage the creation, performance, publication, recording and broadcast of music by New Zealand composers
- Ensure a comprehensive collection of information and music resources is developed and maintained and made available for loan, perusal and purchase
- Embrace the role of advocate, facilitator and partner in national and international contexts

Activities include:

- Gathering and documenting music by New Zealand composers including those who commission, perform, present and fund it
- Licensing materials for dissemination
- Retailing and hiring of published and unpublished music
- A perusal and promotional library
- Projects to encourage creation, performance, publishing, recording and broadcast of music by New Zealand composers
- Promotional campaigns and media liaison
- Work with government agencies and advocacy bodies to promote New Zealand culture within New Zealand and internationally
- Cooperation with other organisations in the arts and culture sector and in areas such as education, trade and tourism to ensure the inclusion and recognition of music by New Zealand composers

Structure and Officers

The Centre for New Zealand Music is a charitable trust. Its constitution specifies its not for profit role. The Board of Trustees serve in an honorary capacity. The Centre is registered with the Charities Commission and the Department of Inland Revenue has granted the organisation charitable status for the receipt of donations. The Board currently divides into three sub-committees: Finance and Management; Marketing and Public Relations; and Programme and Project. A Composers' Advisory Panel, comprising seven composers, the Chair of which sits as a non-voting member on the Board, advises the Board on musical issues.

Size of organisation

SOUNZ New Zealand has a core turnover of c. \$400,000 and currently employs the Executive Director, Information Services Coordinator, Information Services Assistant (.5), Marketing Coordinator, Business Administrator (.5) and Office Assistant (.2). Core funding is provided by Creative New Zealand (40-50%), APRA (5%), Lilburn Trust (9%) and through PPNZ Ltd (2.5%). Other income is generated through sales, donations and trust funding.

Board of Trustees

Chair Lloyd Williams (retiring December 2009)
Elizabeth Kerr (from December 2009)

Trustees Charles Te Ahukaramu Royal (Deputy Chair)
Vicki Allpress-Hill
Anthony Healey
David Hutton
Kate Mead
Clare Somerville
Dame Gillian Whitehead

Composers' Advisory Panel

Chair Eve de Castro-Robinson

Panel David Downes
Gareth Farr
Richard Nunns
Anthony Ritchie
Peter Scholes
Aroha Yates-Smith