

**CLNZ Governance Visual Arts Working Group
Artist Member
August 2022**

The Organisation

Established in 1988, **Copyright Licensing New Zealand (CLNZ)** has been licensing the works of New Zealand authors and publishers for over 30 years and, in 2019, commenced working with Aotearoa [Visual Artists](#) to develop licensing solutions for the reproduction of artworks. In late 2021, the first licensing agreement was signed with Art + Object that enables New Zealand artists to be paid a licence fee for the use of their work in the promotion of secondary market sales.

The [WIPO Good Practice Toolkit for Collective Management Organisations](#) helps to guide CLNZ's operations, including the company's approach to effective governance.

CLNZ is jointly owned by the Publishers Association of New Zealand, Te Rau o Tākupu (PANZ) and the New Zealand Society of Authors Te Puni Kaituhi o Aotearoa (PEN NZ) Inc (NZSA). CLNZ is part of a global network that represents the interests of authors, publishers and visual artists internationally.

CLNZ values inclusion and diversity. As a New Zealand organisation, our aim in all of our activities is to be inclusive of all of the diverse people of Aotearoa, and to welcome and demonstrate respect, fair treatment and care for the people who work with us and who use the services we offer.

CLNZ also undertakes lobbying with government for effective copyright legislation and can take action on behalf of copyright owners whose rights have been infringed.

CLNZ is a non-profit limited liability company. A small percentage of revenue is set aside each year in a [Cultural Fund](#) and a [Legal Reserve Fund](#). The balance of the net proceeds from licensing schemes is distributed to copyright owners whose material has been copied under licence.

The Role

The CLNZ Board has undertaken an assessment of how visual artists can be represented in the governance and strategy decisions made by the Company and determined that, as an interim step, a Working Group comprised of two Directors, the company's CE and Business Development Manager, and an appointed visual artist will be established to inform and advise the Board on service development for visual artists.

This appointment process is being undertaken by the Board to find a suitable candidate to represent the views of visual artists in the Working Group. The appointee will attend their first Working Group meeting in November 2022, having completed an induction process prior to that date.

Terms of Reference for the Working Group are attached.

Strategic Requirements for this appointment

A copy of CLNZ's current strategic plan is attached. The Company's goals to 2023 are:

- Rights** services that enable New Zealand creators to record and manage their copyright, be paid when their work is used by other and advocate for © that works for New Zealand creators
- Licence** generating revenue for rightsholders through services that are efficient and accessible for licensees
- Promote** support our creative people by providing information on rights and licensing that makes doing the right thing easy
- Develop** we are an organisation that people want to work for and work with, constantly looking to improve in all aspects of our business

As with Director appointments to the CLNZ Board, a competency/skills framework has been prepared for this appointment. These have been rated as either: Required (must have) or Desirable (nice to have).

Personal Traits	Required	Desirable
Leadership Facilitation – the ability to inform and brief others on current matters of importance to artists and the ability to contribute to constructive and timely discussion and debate, drawing on the expertise of the board.	x	
Business acumen –a strong understanding of the various income streams and opportunities available to artists, along with knowledge as to how artists manage these.	x	
Integrity – having standing /mana in Aotearoa arts community. Acts ethically and is able to balance the Company's interests with those of artists.	x	
Collegial communicator – the ability to build an effective working relationship with the others and to engage and communicate with stakeholders.	x	
Emotional intelligence –self-awareness and self-management	x	

Skills and Expertise	Required	Desirable
Strategic and Business Planning		x
Risk Management		x
Commitment to the success of Aotearoa's creative industries	x	
Commercial governance experience		x
Customer Engagement in technology-led businesses		x
Digital technology strategy, transformation and implementation in business operations		x

<i>Industry Experience</i>	<i>Required</i>	<i>Desirable</i>
Understanding of the business-models of intellectual property-based companies and individuals	x	
Content creator	x	

<i>Competencies - General</i>	<i>Required</i>	<i>Desirable</i>
Brings a fresh, diverse perspective to the Board's work on the direction of the Company	x	
An understanding of the principles of the Treaty of Waitangi	x	
Connections with communities of artists	x	