

During her time as Chair, Juliet has led NZCF with enormous dedication and skill. She has steered the Board through incredibly challenging times as it responded and adapted to the ever-changing landscape of COVID-19, including the deeply disappointing cancellation of the 2020 Symposium. She has worked tirelessly to further NZCF's vision of *New Zealand as a Singing Nation*, and our successful bids to host the 2020 World Symposium on Choral Music and the World Choir Games in 2024 owe much to Juliet's passionate commitment to showcasing our artform to the nation and to the world.

Juliet's first formal involvement with NZCF was in 2011, when she co-organised, with Bea Selwood, the Wellington on-field choirs for the Rugby World Cup Anthems Project. She joined the Board two years later in 2013 and made an immediate impact as an astute strategic thinker. By the time Kevin Simpkins died suddenly in late 2015, Juliet had proved herself to be a hardworking, indispensable member of the Board and was the obvious choice to step into the role of Vice-Chair. During her time as VC, Juliet was deeply involved in the bid and planning for Symposium 2020. John Rosser says: "She revelled in the challenge and excitement of our bid for the World Symposium and contributed an impressive marketing chapter to the business plan we submitted for our successful Major Events grant."

Juliet had big shoes to fill when she took on the role of Chair in 2018. Her predecessor, John, says: "Her tenure began positively as she welcomed the visiting IFCM appointees in June that year to observe the progress we'd made on the Symposium. But Grant's illness (discovered in July) and rapid decline before his death in October was a terrible blow and meant that she effectively had to manage the organisation for several months while holding down her own job, travelling the world on WSCM duties, and achieving whatever handover was possible in Grant's awful situation. Within another month she was guiding the Board through the recruitment and induction of a new Chief Executive." Her fellow Board members' comments echo and thoroughly endorse the critical role Juliet played, supported by Cathryn Wyllie, in the period surrounding Grant's illness and his death.

In 2019, Juliet had considerable input into NZCF's successful application to Creative New Zealand to step up from the Kahikatea (Arts Development) programme to the Tōtara (Arts Leadership) programme. This 'promotion' in status was accompanied by a 34% increase in NZCF's annual CNZ funding, secured for six years through to the end of 2025. The letter of agreement from CNZ stated: "Your inclusion in this programme reflects the Arts Council's high regard for your significant contribution to the artistic life of our nation."

So, with NZCF's funding secured, Juliet should have been able to relax a little and focus with relish on the upcoming World Symposium in July 2020. But instead, 2020 brought with it the arrival of Covid-19 and a whole new set of challenges for NZCF. Juliet ably steered the Board through a series of heart-wrenching decisions to cancel both the Symposium and The Big Sing that year, and ensured NZCF's Risk Management and Business Continuity plans were robust and able to withstand a global pandemic.

Juliet felt the cancellation of the 2020 World Symposium keenly, but her indefatigable spirit meant that when NZCF was approached with the opportunity to put in a bid to host the World Choir Games in 2024, Juliet made sure the Board seized it with both hands. She played a key role in the multiple discussions and negotiations with the rights holders and government funders that led to NZCF winning the bid.

Juliet is not stepping aside altogether from a governance role with NZCF – she will continue to serve on the board of Chor24, NZCF's subsidiary entity charged with overseeing the New Zealand-based management of the 2024 World Choir Games.

Juliet has been a consummate leader of an organisation that is constantly evolving. She leaves the New Zealand Choral Federation in excellent shape, thanks to her diligent, empathetic and thoughtful leadership.