

Role Description

Associate Director, Philanthropy & Fundraising



Cluster	Department of Premier & Cabinet
Agency	Sydney Living Museums
Division/Branch/Unit	Directorate/Development & Fundraising Team
Location	The Mint
Classification/Grade/Band	Clerk Grade 11/12
Role Number	DIR047
ANZSCO Code	131112
PCAT Code	211492
Date of Approval	11 July 2019
Agency Website	www.sydneylivingmuseums.com.au

Agency overview

Sydney Living Museums (SLM) and The State Archives and Records Authority of NSW (SARA) are NSW Government agencies which operate under the leadership of a single Executive Director. Whilst maintaining two separate legal entities, services are provided under a shared model.

The agencies form part of the NSW Department of Premier & Cabinet and report to the Minister for the Arts. Sydney Living Museums is also recognised as a State Cultural Institution.

SLM cares for a group of 12 of the most important historic houses, gardens and museums in NSW on behalf of the people of NSW. The agency is administered under the *Historic Houses Act 1980*, which confers the responsibility for conserving, managing, interpreting and activating places and sites of local, national and international significance.

Our property portfolio includes the UNESCO World Heritage listed Hyde Park Barracks, Australia's oldest surviving government building, the Mint, and Rose Seidler House, which marks the arrival of the modernist architecture movement to Australia.

The portfolio is unlike other museums in that the significance of each is in the whole, and not just in the parts. The awareness of place frames each narrative. Our audiences are local, regional, national and international.

SARA is administered under the *State Records Act 1998* and is responsible for developing, preserving and promoting access to the NSW State Archives Collection, which pre-dates the European settlement of Australia in 1788.

SARA is the custodian and advocate for the State Archives Collection, which is one of the most complete and important collections documenting colonisation in the world. This vast cultural collection of more than 13 million items, valued at \$1 billion and which grows each year, details the development of this place and the wielding of colonial power, with multiple series of documents now included as inscriptions on the UNESCO Memory of the World Register.

SARA's Recordkeeping Standards and Advice function assists public offices in meeting their recordkeeping obligations under the *State Records Act 1998*, which is vital in the preservation of the memory of government

for current and future generations. SARA's Government Records Repository provides commercial storage, records management, digitisation and consultancy services and generates the majority of SARA's operating revenue.

Together, SLM and SARA tell stories about our past in a way that is engaging and transformative.

Primary purpose of the role

Provide strategic direction and leadership in the development of Sydney Living Museums' fundraising strategy and activities, connecting with a broad array of donors, including High Net Worth individuals through both traditional and contemporary development methods required to develop sustained stewardship, support and revenue generation.

Key accountabilities

- Provide leadership in the development, planning, implementation and evaluation of fundraising strategies to deliver an integrated relationship-focused, donor-centred imbedded culture of fundraising and philanthropy within the agency.
- Lead the management of relationships with existing and potential funding partners to position the agency for continued growth through the development of sustainable and repeatable practices.
- Identify and generate profitable revenue from corporate, foundations, grants, donors and other suitable sources to increase support and facilitate recurrent funding opportunities.
- Develop and manage major donor and partnership pipelines to track, monitor, analyse and report on donors and partnerships through all stages of engagement.
- Manage and grow the portfolio of prospective philanthropists and corporate partners and put in place strategies to manage their cultivation, solicitation and stewardship such that donor numbers are grown and philanthropic revenue targets are achieved with a high level of donor satisfaction amongst supporters
- Maintain current knowledge of information, policy and legislation in the fundraising sector to ensure the agency maintains best practice and has in place appropriate procedures, policies and standards in relation to fundraising and managing agency funds.
- Manage fundraising campaigns and develop compelling proposals, establish a strong pipeline of opportunities, negotiate and develop funding agreements, grants and contracts while overseeing the governance and acquittals of all approved grants, contracts and agreements on time and within contractual terms.
- Create clear performance delivery goals, measures and plan the development, implementation, review and evaluation of multiple integrated initiatives to identify and manage fundraising and development opportunities.

Key challenges

- Delivering excellent levels of services to a diverse donor base spread across a variety of channels using a wide range of philanthropy methods and engagement opportunities.
- Balancing demand for new opportunities available in the market with the continued support and development of existing donors and supporters to ensure the agency has sustainable growth.
- Managing and influencing a diverse range of internal and external stakeholders to deliver philanthropic growth and opportunities for the agency ensuring business objectives are met.

Key relationships

Who	Why
Internal	
Executive Director	<ul style="list-style-type: none"> • Provide expert strategic input and advice to regarding philanthropic initiatives and activities. • Collaborate with and provide reports regarding projects; pipelines, revenue, budgets and benefits realisation. • Liaise to understand strategic directions and align activities • Provide donor research information and analysis. • Provide performance information and seek feedback to evaluate satisfaction with quality of activities and initiatives. • Collaborate with to identify opportunities to generate profitable revenue.
Development & Fundraising Team	<ul style="list-style-type: none"> • Provide leadership, guidance and support to deliver on agency needs • Set and manage performance and development requirements • Share information and encourage contribution of ideas to improve deliver outcomes. • Encourage team to work collaboratively to contribute to achieving the team's business outcomes. • Collaborate with to perform core work functions, applying specialised knowledge, skills and professional judgement to achieve high quality outcomes. • Collaborate with to identify opportunities to generate profitable revenue.
Executive /Team Management	<ul style="list-style-type: none"> • Provide strategic advice to influence decisions regarding philanthropic activities and initiatives. • Collaborate with to ensure that business planning incorporates development opportunities to deliver business outcomes. • Provide regular updates on key initiatives and opportunities. • Contribute to strategic planning, policy development and decision making. • Build and maintain collaborative working relationship to align strategic fundraising activities. • Liaise to understand agency functions and activities and priorities. • Provide fundraising research and analysis on results and program evaluations. • Collaborate with to identify opportunities to generate profitable revenue.
Trustees and related committees	<ul style="list-style-type: none"> • Provide reports, information and briefings as required. • To identify and develop new opportunities for philanthropy, grants, corporate and individual giving.

Who	Why
Staff across the agency	<ul style="list-style-type: none"> • To develop a range of strategic partnerships to promote the agency's activities and profile. • Work collaboratively to identify and generate opportunities for fundraising including grants, sponsorships, individual giving and other activities. • Collaborate with to design, develop, implement, review and evaluate fundraising strategies, including engagement plans, fundraising program and projects.
External	
Donors	<ul style="list-style-type: none"> • Provide communication and awareness of the activities and core goals of the agency. • Liaise with to deliver proposal and reports on development activities. • Collaborate with to perform core work functions, applying specialised knowledge, skills and professional judgement to achieve high quality outcomes. • Collaborate with to design, develop, implement, review and evaluate fundraising strategies, including engagement plans, fundraising program and projects.
Corporates, cultural, government, tourism organisations and agencies, industry and community stakeholders and individuals	<ul style="list-style-type: none"> • Develop and maintain proactive relationships and networks • Promote the agency through collaboration with to increase visibility and awareness of SLM. • Develop strategic partnerships to promote SLM activities and increase organisational profile. • Communicate with and keep updated on new developments and trends in the industry. • Provide reports, information and briefings as required. • Collaborate with to design, develop, implement, review and evaluate fundraising strategies, including engagement plans, fundraising program and projects.

Role dimensions

Decision making

This role:

- Is accountable for the operations and planning to achieve the overall agreed work program to deliver the strategy
- Has a high level of autonomy to deliver fundraising initiatives and projects on time, within budget and to expectations in terms of quality, deliverables and outcomes.
- Refers to supervisor for decisions that require significant change to strategic approach; that are likely to escalate; cause undue risk; create substantial precedent; or are outside of delegations limits.
- Prioritises and manages multiple tasks and demands including matters with critical turnaround times.
- Is accountable and responsible for the effective management and use of human, financial and other resources with set budget and resource parameters.
- Makes decisions and acts within Government sector core values, strategic plans and priorities, legislative and regulatory frameworks, delegations, agency policy and procedural frameworks and guidelines, and professional standards.

- Acts as an advocate for the agency and all of its activities including strategic projects, conservation exhibitions, programs and research in relation to history, homes, gardens and interiors.
- Makes a positive impact in the community and works within Sydney Living Museum's values and behaviours to advance its mission.
- Maintains outstanding interpersonal, communication, presentation and public relations skills that demonstrate the ability to establish and maintain effective relationships with diverse internal and external constituencies in a wide variety of settings.
- Works collaboratively as part of a team and on an independent basis.

Reporting line

This role reports to the Executive Director.

Direct reports

This role has three direct reports:

- Corporate Partnerships Manager
- Philanthropy Manager
- Philanthropy & Grants Officer

Budget/Expenditure

This role is responsible for approximately \$600k in expenditure and has significant revenue targets.

Essential requirements

- Tertiary qualification and/or significant relevant demonstrated experience in advancement & fundraising or other relevant business field.
- Experience in securing revenue from a variety of sources including, corporates, foundations, grants, donors in a cultural space.
- Current NSW Driver's licence






Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
 Personal Attributes	Display Resilience and Courage	Advanced
	Act with Integrity	Advanced
	Manage Self	Advanced
	Value Diversity	Adept
 Relationships	Communicate Effectively	Adept
	Commit to Customer Service	Adept
	Work Collaboratively	Adept
	Influence and Negotiate	Advanced
 Results	Deliver Results	Advanced
	Plan and Prioritise	Adept
	Think and Solve Problems	Adept
	Demonstrate Accountability	Adept
 Business Enablers	Finance	Intermediate
	Technology	Adept
	Procurement and Contract Management	Adept
	Project Management	Adept
 People Management	Manage and Develop People	Adept
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Intermediate

Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Display Resilience and Courage	Advanced	<ul style="list-style-type: none"> Stay calm and act constructively in highly pressured and unpredictable environments Give frank, honest advice in the face of strong, contrary views Accept criticism of own ideas and respond in a thoughtful and considered way Welcome new challenges and persist in raising and working through novel and difficult issues

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues
Personal Attributes Act with Integrity	Advanced	<ul style="list-style-type: none"> Model the highest standards of ethical behaviour and reinforce them in others Represent the organisation in an honest, ethical and professional way and set an example for others to follow Ensure that others have a working understanding of the legislation and policy framework within which they operate Promote a culture of integrity and professionalism within the organisation and in dealings external to government Monitor ethical practices, standards and systems and reinforce their use Act on reported breaches of rules, policies and guidelines
Personal Attributes Manage Self	Advanced	<ul style="list-style-type: none"> Act as a professional role model for colleagues, set high personal goals and take pride in their achievement Actively seek, reflect and act on feedback on own performance Translate negative feedback into an opportunity to improve Maintain a high level of personal motivation Take the initiative and act in a decisive way
Relationships Work Collaboratively	Advanced	<ul style="list-style-type: none"> Build a culture of respect and understanding across the organisation Recognise outcomes which resulted from effective collaboration between teams Build co-operation and overcome barriers to information sharing and communication and collaboration across the organisation and cross-government Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions
Relationships Influence and Negotiate	Advanced	<ul style="list-style-type: none"> Influence others with a fair and considered approach and present persuasive counter-arguments Work towards mutually beneficial win/win outcomes Show sensitivity and understanding in resolving acute and complex conflicts Identify key stakeholders and gain their support in advance Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise Pre-empt and minimise conflict within the organisation and with external stakeholders
Results Deliver Results	Adept	<ul style="list-style-type: none"> Take responsibility for delivering on intended outcomes Make sure team/unit staff understand expected goals and acknowledge success Identify resource needs and ensure goals are achieved within budget and deadlines

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> • Identify changed priorities and ensure allocation of resources meets new business needs • Ensure financial implications of changed priorities are explicit and budgeted for • Use own expertise and seek others' expertise to achieve work outcomes
People Management Inspire Direction and Purpose	Adept	<ul style="list-style-type: none"> • Promote a sense of purpose within the team and enable others to understand the strategic direction of the organisation • Translate broad goals into operational needs and explain the links for the team • Link team performance goals to team/unit goals to ensure implementation of government policy • Ensure team objectives and outcomes lead to implementation of government policy • Recognise and acknowledge high individual/team performance
People Management Optimise Business Outcomes	Adept	<ul style="list-style-type: none"> • Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives • Allocate resources to ensure achievement of business outcomes and contribute to wider workforce planning • Ensure that team members base their decisions on a sound understanding of business principles applied in a public sector context • Monitor performance against standards and take timely corrective actions • Keep others informed about progress and performance outcomes
People Management Inspire Direction and Purpose	Adept	<ul style="list-style-type: none"> • Promote a sense of purpose within the team and enable others to understand the strategic direction of the organisation • Translate broad goals into operational needs and explain the links for the team • Link team performance goals to team/unit goals to ensure implementation of government policy • Ensure team objectives and outcomes lead to implementation of government policy • Recognise and acknowledge high individual/team performance