

# Role Description Director Audience & Creative Production



Cluster	Department of Premier and Cabinet
Agency	Sydney Living Museums
Division/Branch/Unit	Executive
Role number	EXE010
Classification/Grade/Band	Band 1
ANZSCO Code	TBC
PCAT Code	TBC
Date of Approval	6 November 2020
Agency Website	<a href="http://www.sydneylivingmuseums.com.au">www.sydneylivingmuseums.com.au</a>

## 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.

## **Primary purpose of the role**

The Director, Audience & Creative Production is part of the Senior Executive team at SLM and its partner agency SARA, and is a significant contributor to the leadership, culture and direction of these organisations.

Taking inspiration from the places and collections under the care of SLM and SARA, this role ensures the Executive Director's creative vision is realised and that the reputation, brand perception, audience engagement and patronage of SLM and SARA lead the cultural sector.

This role leads the Audience & Creative Production Division and is responsible for the formulation and delivery of the Division's Operational Plan. The functional areas reporting into this role are curatorial, production & experiences (exhibition delivery, public programs, education programs), digital & design, and audience (marketing, media, bookings, volunteers and members)

## **Key accountabilities**

- Make significant contribution to the leadership, culture and direction of SLM and its partner agency SARA, setting key priorities and targets and advocating new approaches to achieving organisational outcomes informed by high quality, expert advice, sound evidence and professional knowledge.
- Inspire the Audience and Creative Production Division and lead the formulation, development and implementation of the Divisions' Operational Plan and budget, in line with the Executive Director's vision.
- Oversee the curatorial, digital, programming, marketing, communications and audience strategies, ensuring that they are integrated, cohesive, contemporary and accessible by supporting strong, innovative and professional curatorial, digital, design, research, production, experience and marketing practice.
- Champion diversity and ensure that a broad range of perspectives and voices are present across the programming and creative production of the Division.
- Deliver expert customer research and segmentation strategies to enhance experiences, reputation and engagement with audiences, potential audiences, media and other critical stakeholders. Use audience insights to set, maximise and deliver on revenue projections for our creative assets and endeavours.
- Set the standard for content scheduling to ensure the promotional and program calendar is clear, well executed and understood internally and externally.
- Raise the profile of the organization and strengthen our relationships with audiences, artists and within the cultural sector globally, to ensure that we are a vital part of the cultural fabric of NSW.
- Establish clear goals and effectively manage performance and resources in a manner that meets requirements and optimises outcomes (includes managing budget, staff/contract performance, staff development, asset management, internal and external reporting).

## **Key challenges**

- Developing and maintaining constructive relationships and optimising outcomes given multiple internal and external stakeholders with potentially competing interests.
- Ensuring the most efficient and effective use of finite resources in the achievement of strategic objectives.
- Creating the space for diverse voices and contemporary perspectives to be heard and visible throughout all areas of the organization.

## Key relationships

Who	Why
<b>Internal</b>	
Executive Director	<ul style="list-style-type: none"><li>• Report on objectives</li><li>• Provide support and advice</li><li>• Work together to formulate the creative direction and vision</li></ul>
Board of Trustees	<ul style="list-style-type: none"><li>• Communicate information related to division</li><li>• Provide expert stakeholder and public relations advice and impacts on the brand.</li></ul>
Executive	<ul style="list-style-type: none"><li>• Lead the culture of creativity</li><li>• Work together to ensure compliance is achieved but does not inhibit our creative objectives and ambitions</li></ul>
Direct Reports	<ul style="list-style-type: none"><li>• Provide leadership, guidance and support to staff</li><li>• Set performance targets and manage individual and team performance and development.</li></ul>
<b>External</b>	
Other peer Directors	<ul style="list-style-type: none"><li>• Establish effective networks with other senior executives accountable for major capital projects, producing programs, visitor experiences and digital content</li></ul>
External Stakeholders	<ul style="list-style-type: none"><li>• Work with creative partners and artists to ensure that respect, regard and results are key descriptors for working with us</li><li>• Negotiate and approve contracts or service level agreements with external parties (e.g. artists, consultants, advisers) to ensure optimised outcomes for strategic priorities.</li><li>• Develop productive working relationships to liaise, consult, engage and collaborate.</li><li>• Represent and promote our organisation interests</li></ul>
Corporate partners	<ul style="list-style-type: none"><li>• Support access to creative programming to support the engagement, conversion &amp; retention of corporate partners and donors</li></ul>

## Role dimensions

### Decision making

This is an autonomous role that works closely with the Executive Director, to support their vision on the development of the creative program, brand essence and communications strategy of the organisation.

### Reporting line

This role reports to the Executive Director.

### Direct reports

The following positions report directly to the Director, Audience & Creative Production:

- Head of Production & Experiences
- Head of Audience & Marketing
- Head of Digital & Design
- Curatorial Manager
- Executive Support Officer

The role is also responsible for a large team of indirect reports. Reporting lines may change from time to time depending on the needs of the organisation.

## Budget/Expenditure

Per the current delegations.

## Key knowledge and experience

- Significant experience and a demonstrated record of results in a senior executive role within the cultural sector
- Significant experience and a proven capability within two or more of the functional areas reporting into the role
- Demonstrated record of managing successful, innovative projects at a whole of organisation scale in a competitive environment
- Demonstrated experience at a senior level in developing and maintaining stakeholder relations, and managing effective public relations and community consultation processes
- Demonstrated experience in the successful delivery of public engagement and visitor experiences

## Essential requirements

- Superior skills to enhance the SLM brand including the ability to find creative and innovative ways of building the institution's profile and reputation

## Capabilities for the role

The [NSW public sector capability framework](#) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.

The capabilities are separated into **focus capabilities** and **complementary capabilities**.

## Focus capabilities

*Focus capabilities* are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

### NSW Public Sector Capability Framework

Group and Capability Level	Behavioural Indicators
Display Resilience and Courage 	Advanced <ul style="list-style-type: none"> <li>• Stay calm and act constructively in highly pressured and unpredictable environments</li> <li>• Give frank, honest advice in the face of strong, contrary views</li> <li>• Accept criticism of own ideas and respond in a thoughtful and considered way</li> <li>• Welcome new challenges and persist in raising and working through novel and difficult issues</li> <li>• Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues</li> </ul>

Group and Capability Level	Behavioural Indicators
<b>Manage Self</b>  Personal Attributes	Advanced <ul style="list-style-type: none"> <li>• Act as a professional role model for colleagues, set high personal goals and take pride in their achievement</li> <li>• Actively seek, reflect and act on feedback on own performance</li> <li>• Translate negative feedback into an opportunity to improve</li> <li>• Maintain a high level of personal motivation</li> <li>• Take the initiative and act in a decisive way</li> </ul>
<b>Communicate Effectively</b>  Relationships	Highly Advanced <ul style="list-style-type: none"> <li>• Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences</li> <li>• Speak in a highly articulate and influential manner</li> <li>• State the facts and explain their implications for the organisation and key stakeholders</li> <li>• Promote the organisation's role with authority and credibility cross-government, cross jurisdictionally and outside of government</li> <li>• Actively listen, and identify ways to ensure all have an opportunity to contribute</li> <li>• Anticipate and address key areas of interest for the audience and adapt style under pressure</li> </ul>
<b>Influence and negotiate</b>  Relationships	Advanced <ul style="list-style-type: none"> <li>• Influence others with a fair and considered approach and present persuasive counter-arguments</li> <li>• Work towards mutually beneficial win/win outcomes</li> <li>• Show sensitivity and understanding in resolving acute and complex conflicts</li> <li>• Identify key stakeholders and gain their support in advance</li> <li>• Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise</li> <li>• Pre-empt and minimise conflict within the organisation and with external stakeholders</li> </ul>
<b>Deliver Results</b>  Results	Highly Advanced <ul style="list-style-type: none"> <li>• Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation</li> <li>• Identify, recognise and celebrate success</li> <li>• Establish systems to ensure all staff are able to identify direct connection between their effort and organisational outcomes</li> <li>• Identify and remove potential barriers or hurdles to ongoing and long term achievement of outcomes</li> <li>• Initiate and communicate high level priorities for the organisation to achieve government outcomes</li> <li>• Use own professional knowledge and expertise of others to drive organisational and government objectives forward</li> </ul>
<b>Think and Solve Problems</b>  Results	Advanced <ul style="list-style-type: none"> <li>• Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues</li> <li>• Work through issues, weigh up alternatives and identify the most effective solutions</li> <li>• Take account of the wider business context when considering options to resolve issues</li> <li>• Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements</li> </ul>

### Group and Capability Level

### Behavioural Indicators

Technology



Advanced

- Implement systems and processes that underpin high quality research and analysis

- Show commitment to the use of existing and deployment of appropriate new technologies in the workplace
- Implement appropriate controls to ensure compliance with information and communications security and use policies
- Maintain a level of currency regarding emerging technologies and how they might be applied to support business outcomes
- Seek advice from appropriate technical experts to leverage information, communication and other technologies to achieve business outcomes
- Implement and monitor appropriate records, information and knowledge management systems protocols, and policies required

Project Management



Advanced

- Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts
- Access key subject-matter experts' knowledge to inform project plans and directions
- Implement effective stakeholder engagement and communications strategy for all stages of projects
- Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning
- Develop effective strategies to remedy variances from project plans, and minimise impacts
- Manage transitions between project stages and ensure that changes are consistent with organisational goals

Inspire Direction and Purpose



Highly Advanced

- Champion the organisational vision and strategy, and communicate the way forward
- Create a culture of confidence and trust in future direction
- Generate enthusiasm and commitment to goals and cascade understanding throughout the organisation
- Communicate the parameters and expectations surrounding organisational strategies
- Celebrate organisational success and high performance and engage in activities to maintain moral.

## Complementary capabilities

*Complementary capabilities* are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying performance required for the role and development opportunities.

Note: capabilities listed as 'not essential' for this role are not relevant for recruitment purposes however may be relevant for future career development.

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