



**adelaide symphony orchestra**

**CHIEF EXECUTIVE**

**JOB & PERSON SPECIFICATION**

**JULY 2022**



**POSITION: CHIEF EXECUTIVE**

**LOCATION: HINDLEY STREET, ADELAIDE SA 5000**

The Adelaide Symphony Orchestra (ASO) is Adelaide's largest performing arts company. In addition to 75 players, there is an operational, marketing and administrative team of around 30.

### **Brief history**

The Adelaide Symphony Orchestra was founded as a 17-player radio ensemble in 1936 and performed its first series of public concerts in 1937. Mr William Cade, an Adelaide born musician who had worked in London with Sir Thomas Beecham, was the orchestra's first conductor.

After World War II, the orchestra reformed in 1949 as the 55 member South Australian Symphony Orchestra with the legendary Professor Henry Krips as resident conductor. During his 23-year association with the Orchestra, Professor Krips achieved a level of musical performance and established the ASO's current reputation as an orchestra of world standard. His successor, the energetic and charismatic Elyakum Shapirra, was responsible for leading the ASO on its first interstate tour to Sydney, Canberra and Melbourne. The orchestra reverted to its original and present title, the Adelaide Symphony Orchestra in 1975.

### **The ASO today**

With an enviable international reputation for world class performances and a vital role at the heart of the South Australian community, the Adelaide Symphony Orchestra is one of the nation's most exciting performing arts organisations.

The ASO is driven by an enduring commitment to artistic excellence, as well as strengthening its valued place within the broader community. As the largest performing arts organisation in South Australia, the ASO makes a dynamic contribution to the State, each year undertaking over 100 performances across a diverse musical spectrum. The ASO provides the orchestral support for all productions of the State Opera of South Australia, for Adelaide performances of the Australian Ballet, and is the most prolific contributor to the Adelaide Festival.

Through the orchestra's vibrant profile and outstanding musicianship, the ASO continues to attract a wealth of conductors and artists of the highest calibre from all over the world. The ASO has excelled in recent years as a dynamic, versatile orchestra, performing with many international artists and identities in a variety of settings and styles including hip hop artists the Hilltop Hoods, jazz legend Herbie Hancock, Burt Bacharach, Nigel Kennedy, Tim Minchin, Ben Folds, The Whitlams, Maggie Beer, Jose Carreras and various contemporary music tribute bands. It has also played the score during live screenings of epic film and television productions such as Lord of the Rings, the Wizard of Oz and The Blue Planet.



## **Job summary**

The CE is responsible to the ASO Board for the formulation and delivery of the ASO strategic plan and the overall management of the ASO operations and financial performance.

The CE manages the activities of the ASO staff, contractors and volunteers to ensure delivery of the corporate vision within budgetary constraints.

## **Working relationships**

The CE works closely with the Board and the Senior Management Team including the managers of the following functions:

- Marketing;
- Development;
- Operations;
- People and Culture;
- Artistic Planning;
- Finance.

## **Overall goals**

- providing overall leadership and vision for the ASO;
- leading the staff and players in the delivery of goals outlined in the Strategic Plan
- developing and maintaining strategic relationships across the corporate sector and all levels of government;
- fostering a sense of pride in and ownership of the ASO by the South Australian public;
- building strong relationships with all stakeholders;
- overseeing the maintenance of the highest standards of performance and corporate behaviour;
- fostering a spirit of enthusiasm, continuous improvement and harmony throughout the ASO;
- effectively managing and enhancing the human, physical, cultural and financial assets of the Orchestra;
- driving the development strategy for the ASO including but not limited to the annual giving program, sponsorships, bequests, corporate partnerships and events.



## Key result areas

1. Leadership & strategic planning;
2. People and Culture;
3. Financial & asset management;
4. Operations management & major projects;
5. Stakeholder management, development, marketing & communication;
6. Advice to & relationship with Board.

### Leadership & strategic planning

- performing the pivotal leadership role for the ASO players and administration;
- working closely with the Board to ensure strategic plans are prepared and implemented;
- effectively communicating the ASO vision and strategy to all key stakeholders;
- ensuring Annual Business Plans are completed and communicated on time;
- preparing long term program, asset and financial management plans to ensure organisational sustainability;
- effectively consulting key private and public stakeholders in the development of strategic and business plans;
- proactively driving, modelling, facilitating and championing a strong culture of performance excellence;
- maintaining a continuous review of the ASO's progress in attaining the Objectives and Strategies of the Strategic Plan;
- identifying and developing opportunities to broaden the ASO market without compromising artistic integrity and the core business.

### People and Culture

- leading, developing, motivating and managing the human resources of the organisation;
- regularly reviewing the organisational structure to ensure it is flexible and appropriate;
- ensuring recruitment is undertaken in line with contemporary and equal opportunity principles and practices;
- ensuring attraction, induction and retention strategies are activated to position the ASO as an "employer of choice";
- ensuring professional development and training opportunities, programs, records and policies are in place;
- as the responsible Officer, taking reasonable steps to ensure the ASO complies with all its obligations under the Workplace Health, Safety and Welfare Regulations and associated legislation to ensure a safe and positive working environment;
- ensuring contemporary performance management procedures are in place and adhered to;
- regularly reviewing remuneration and conditions for senior management and ensuring they conduct similar reviews for their teams to increase retention rates;
- monitoring and proactively managing staff turnover;
- creating and maintaining a positive, constructive and productive staff culture in line with the contemporary culture frameworks;
- working closely with the Chief Operating Officer and other stakeholders to ensure a positive and productive industrial relations environment.



## **Financial & asset management**

- ensuring annual and long-term financial plans are prepared, monitored and controlled;
- completing the annual budgeting process in close consultation with the Corporate Services Manager and Senior Management Team;
- ensuring close monitoring and controlling of budgets following variance analysis to ensure sound fiscal management;
- ensuring the Board is provided with timely and accurate financial reports to aid key decision making;
- ensuring the financial systems architecture, systems and processes are sound and that technology is effectively utilised;
- ensuring long term asset management plans are in place and closely monitored;
- ensuring strong and well researched business cases are prepared to support major expenditure and projects;
- ensuring cash flow is monitored and controlled;
- ensuring the collection and security of revenues and efficient utilisation of surplus funds and assets;
- ensuring the efficient and effective management and monitoring of the ASO's operating revenue and expenditure.

## **Artistic planning, operations management & major projects**

- managing the relationship with artists and overseeing the artistic planning cycle;
- ensuring improved productivity and quality by regular reviewing existing policies, authorities, controls, workplace agreements, delegations and systems;
- proactively championing and developing a strong customer service focus for the organisation;
- providing an overview of the various operational areas of the ASO and reporting to Board and its sub-committees on a regular and formal basis regarding the progress of the ASO's operations;
- driving continuous improvement in overall project management and resource sharing initiatives;
- ensuring major projects are completed in line with time and budgetary constraints and project status regularly monitored and communicated;
- improving performance of the ASO by proactively embracing best practice and continuous improvement initiatives.
- identifying and controlling production, marketing, catering, staffing, box office, finance, legal/taxation/contracting and venue/transport/accommodation issues resulting from the annual business plan;



## **Stakeholder management, development, marketing & communications**

- liaising with private and public stakeholders and partners as necessary for the achievement of ASO's objectives;
- responding and initiating as required in regard to international, national and local media and ensuring an effective digital marketing strategy is maintained, controlled and reviewed;
- providing input to any Commonwealth, State or Local Government initiatives affecting the ASO;
- ensuring audience analysis is conducted, analysed and incorporated in the strategic planning process;
- represent the ASO at appropriate events to maintain and if necessary enhance the ASO's public profile within the community and amongst stakeholders;
- ensuring all ASO activities and initiatives are appropriately promoted and communicated;
- addressing public meetings in a positive and effective manner as a champion of the Orchestra;
- establishing and maintaining quality relationships with local business leaders, educational institutions, community service providers, governmental agencies, individuals and other customers;
- ensuring an effective marketing plan is formulated and implemented;
- overseeing the ASO Development function including fundraising, sponsorships, corporate partnerships, bequests, annual giving etc.
- providing a public and positive profile to champion the cause and merits of the Orchestra in the wider community;



## JOB SPECIFICATION

### Advice to & relationship with Board

- developing and maintaining a positive and collaborative working relationship with the Board Members;
- ensuring a high degree of satisfaction with Board members in relation to support, guidance, service quality and accuracy of information, recommendations and related matters provided by the CEO and SMT;
- ensuring the Board is provided with a suite of reports that indicate the status, success and effectiveness of all operations and major projects;
- ensure that the ASO's statutory and governance obligations are met in a timely and effective manner;
- ensuring Board Members are provided with appropriate professional development opportunities and services;
- ensuring that effective communication and working relationships exist between the Board and the Administration, including attending meetings and regular and effective communication processes.
- making appropriate recommendations to the Board to enable the formulation and development of long term and short-term strategic plans and recommending key performance indicators for the achievement of these plans and report regularly against these indicators;



## PERSON SPECIFICATION

### Qualifications

The appointee to this role is likely to have relevant formal tertiary qualifications in business management, marketing or a similar discipline. The best candidates will have a combination of relevant experience and qualifications.

### Personal attributes, experience and knowledge

The CE must have:

- genuine passion for the ASO and the drive, energy and determination to strive for its success;
- a strong commitment to excellence and the achievement of results;
- diplomacy, strength and political capabilities;
- a strategic approach with sound operational skills and commercial acumen;
- strong leadership and people management skills;
- the ability to make tough decisions in an environment of multiple stakeholders;
- a purposeful, determined focus on relevant business issues;
- understanding of the need to balance artistic integrity with commercial expediency;
- outstanding written and oral communication skills including the capacity for effective negotiations;
- strong problem-solving skills and innovative thinking ability;
- a high level of confidence and judgement;
- presence and charisma;
- strong contemporary human resource management capabilities including knowledge of industrial relations matters;
- strong networking and new business relationship building skills;
- the ability to manage a range of differing priorities at the same time;
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- proven experience at senior general management level;
- the ability to report to a Board and lead a management team;
- strong understanding and knowledge of financial management at policy and operational levels in a revenue generating environment;
- experience in the development and maintenance of strategic relationships.





## HOW TO APPLY

Applications should be addressed to Andrew Reed. Please visit [henderconsulting.com.au](http://henderconsulting.com.au) to apply.

For a confidential discussion, please call (08) 8100 8827.

### **Please Note**

Your application will be automatically acknowledged by a return email.