

ANNEXURE A

Position Title:	CHIEF EXECUTIVE OFFICER
Reporting to:	PP&VA Board
Department:	Executive
Type:	Full Time, 3 year performance-based contract

Position Purpose

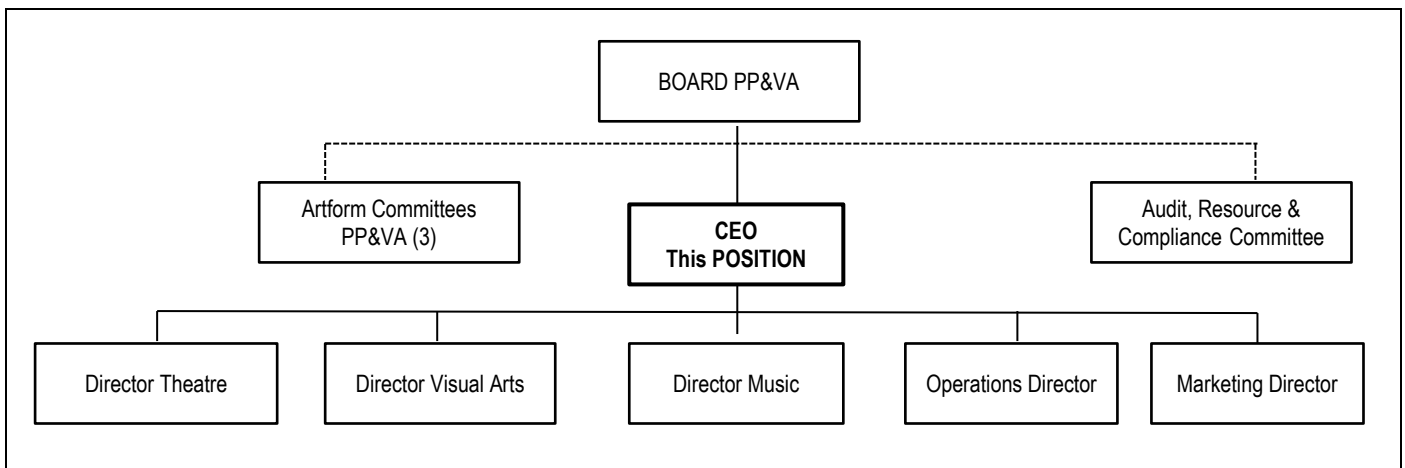
The CEO is responsible, under the direction of the Board, for leadership and management of Penrith Performing & Visual Arts (PP&VA) which is made up of the Joan Sutherland Performing Arts Centre, Penrith Conservatorium, Q Theatre and Penrith Regional Gallery. Spanning two locations – the Joan Sutherland Performing Arts Centre and the Penrith Regional Gallery - PP&VA is a not-for-profit company limited by guarantee and a controlled entity of Penrith City Council.

In setting the overall artistic vision for the organisation, the CEO generates a balanced program which is innovative, relevant and accessible and ensures that they:

- Enhance the capabilities of the organisation to achieve its strategic objectives;
- Consolidate the Company as an integral element in the life of the Penrith community; and
- That PP&VA is a respected member of the NSW cultural sector, recognised nationally and locally through its range of programs and specific initiatives.

Through the effective management of PP&VA's financial, capital and human resources, the securing of public and private support, and the marketing and networking of PP&VA, the CEO is also responsible for ensuring and promoting the financial and organisational sustainability of the Company.

Key Specific Functional Responsibilities	Key Generic Functional Responsibilities
<ul style="list-style-type: none">• Strategic Directions and Planning• Driving delivery against plan• Facilitating and developing cohesiveness and collegiality• Leadership in organisational ethos and communication style• Principal spokesperson leading cultural positioning and partnerships• Development of stakeholder and funding relationships	<ul style="list-style-type: none">• Management and Leadership• People Management• Financial Management• Corporate Governance• Performance Planning• Customer Service• Manage Work Health and Safety and Injury Management



Key Specific Functional Responsibilities

1. Strategy & planning

Major Actions

- Leadership of longer term planning for cultural infrastructure and programs for the Penrith region and the centrality of the Company's role
- Leadership and management of the company to achieve objectives set in PP&VA Constitution, strategic and business plans.
- In consultation with the Board lead the development of regular planning processes and review to ensure ongoing maximisation of resources, stakeholder relevance and agility in response to developing contexts.
- Work closely with the Chair and Board to formulate strategic directions in business, governance, artistic and educational outcomes
- Lead PP&VA's positioning within arts and cultural sector through programming and partnerships with artists, other arts, community and educational organisations
- Lead PP&VA's dealings with major funders and with philanthropic and corporate donors and partners.

Performance Measures

- Goals met and regular reporting delivered in accordance with Board, funders and other partners requirements
- PP&VA remains a viable and valued arts and cultural institution as evidenced by income levels and participation rates

2. Artistic Programming

Major Actions

- Oversee the development of balanced and financially viable programs of high artistic standard and which attract increasing visitation and audiences.
- Lead the development and production of exhibitions and performance works which are drawn from and convey a deeper understanding of the region's identity, diversity and heritage as well as the human condition.
- Deliver leadership for artistic, arts education and public programming which maintains and expands upon PP&VA's standing as a leading proponent in contemporary culture and an integral part of the Penrith community.
- Design of artistic and educational pathways that link the various aspects of PP&VA's operations and cultural programs and maximize its unique cultural offer.

Performance Measures

- Delivery of a quality cultural program that serves Penrith's demographic make-up in diversity, regularity and frequency of offer as well as artistic quality
- Growth in educational offer (depth, quality and/or number) and in take up ratios as well as ongoing relevance to community need

Key Specific Functional Responsibilities

3. Facility and Financial Management

Major Actions

- Set and monitor budgets that ensure the achievement of PP&VA's strategic priorities and appropriate financial controls
- Lead the formulation of and actively participate in a Development Strategy in order to identify donors and opportunities within PP&VA programs to raise contributed income levels.
- Continued growth in self-generated revenue and contributed income to support the company's cultural aims and programs.
- Ensure appropriate maintenance of buildings, equipment, collection and other assets in line with Occupation agreement and within acceptable risks and financial parameters
- Financial, staff and asset management which ensures the most effective and efficient use of the organisation's resources, optimises the usage of PP&VA venues and meets Council, Board and other funders information requirements.

Performance Measures

- Safe venues with high utilization rates and few incidents.
- Ongoing increase in asset maintenance levels and facility amenity
- Increased levels of contributed and earned income in line with Strategic targets.

4. Organisational development

Major Actions

- Ongoing organisational development and integration to ensure PP&VA's internal structures, systems and processes reflect and serve the Company's objectives
- Enhanced marketing, recognition and branding of PP&VA and its programs including ongoing improved use of technology and digital media to grow recognition and interaction.
- Implementation of an organisational structure with clear delegations, budgeting and financial controls, performance management and professional development systems

Performance Measures

- Broadened public and media profile of PP&VA and the programs it undertakes
- Increased in earned and contributed income and maintenance or growth in funding contributions
- Timeliness, relevance and accuracy of data and reporting on programs, financial results and cultural outcomes and impacts

5. Stakeholder management

Major Actions

- Foster constructive relationships with artists and other cultural organisations and encourage collaboration and cross fertilisation between them and PP&VA.
- Consolidate and sustain close and constructive relationships and reporting with key stakeholders and advocate effectively for PP&VA
- Monitor arts funding policies and program opportunities to secure and grow PP&VA's grants funding and position PP&VA as an agile responder to new opportunities.
- Design and deliver strategies for engagement with non-arts partners where relevant to PP&VA's purpose

Performance Measures

- Ongoing requests for partnership, representation within external panels and programs
- Number of partnerships and collaborations meets or exceeds strategic targets
- Increase in funding levels and breadth of support

NB: All shaded Key Result Areas are compulsory for every Position Description

Key Generic Functional Responsibilities

6. Management and Leadership

Major Actions

- Ensure the implementation of PP&VA's resolutions, policies and decisions
- Provide leadership and coordinate operations and performance
- Develop and maintain an appropriate Departmental structure that satisfies PP&VA requirements
- Provide organisational leadership and support
- Develop and maintain Service Plans for all assigned functions

Performance Measures

- Linkages between the Delivery Program, organisation's resolutions, policies and decisions, and the responsibilities of relevant groups and individuals are established
- Staff receive the required information, consistent with their competencies and operational plans, and are both empowered and accountable for the implementation of resolutions, policies and decisions delegated to them
- Departmental outcomes reflect an established environment of motivation and staff development
- Staff performance and professional competence is continuously improved
- Business processes, product delivery and customer service are continuously improved
- Positive role modeling, effective communication and consultative decision making result in workplace change being embraced and resourced
- Service Specifications / Business Plans are current and accurate

7. People Management

Major Actions

- Undertake human resource planning
- Ensure practices provide for a discrimination free work place
- Provide career development opportunities
- Manage the performance of individuals

Performance Measures

- Departmental HR needs are determined and regularly reviewed within the current and anticipated business needs and budget
- Existing competencies of staff are compared with the business needs and alternatives to staffing needs and utilisation are developed
- EEO initiatives are developed and documented
- Appropriate action is taken if EEO breaches occur
- Equal access is established and implemented through training and opportunities
- Positive performance management processes are applied equitably to all staff
- All Departmental Employee Performance Planning and Reviews (EPPR) are completed and forwarded to CEO within designated timeframe
- Staff are encouraged to improve their work performance through regular feedback and self evaluation
- Staff are given the opportunity to take on challenges through task variety, task sharing and career development opportunities
- Grievance procedures are managed according to policy and procedure, and optimise the likelihood of positive outcomes

Key Generic Functional Responsibilities

8. Financial Management

Major Actions

- Determine and report on financial implications of Policy and Procedure development
- Prepare and manage Departmental budget
- Analyse budget data, and identify and report on trends
- Manage PP&VA's assets held and Programs delivered

Performance Measures

- Revenue, expenditure and capital investment proposals are developed through consultative processes and take account of past experience, present trends and future expectations
- Realistic cost benefit and risk analyses/management plans are incorporated into all financial and artistic programming proposals
- Performance measures and tactics for monitoring financial processes and artistic and community outcomes are identified for each proposal
- Budget proposals comply with the organisations values, policies, code of conduct, legal, artistic and ethical requirements and priorities
- Budget is developed and presented within designated timeframe
- Financial and cultural implications from policy development, legislative changes and investment proposals are documented and reported
- Financial and artistic documentation maintains accountability for expenditure of public monies
- The CEO is advised of variances outside 5%
- Identify, monitor and report on influences on expenditure and revenue
- PP&VA's assets are maintained and utilised to maximise effective operations

Key Generic Functional Responsibilities

9. Corporate Governance

Major Actions

- Contribute to promoting a culture within the organisation that ensures adherence to Corporate Governance guidelines and principles
- Keep-abreast of development and trends in the arts industry, all 3 levels of government and business
- Provide assistance to the CEO and Board/Council delegate in case of an alleged breach of PP&VA's Code of Conduct

Performance Measures

- Standards of probity are developed and implemented covering the following:
 - Anti-discrimination
 - Principles of social justice
 - A quadruple bottom line (QBL) approach to decision-making, systems, processes and operations
 - Codes of conduct
 - Grievance, dispute, dismissal procedures
 - Protected disclosures
 - Complaints handling procedures
 - Privacy/confidentiality
 - Management of risk
 - Fraud control
 - Internal control and reporting
 - Work health and safety
 - Equal employment opportunity
- Breaches of acceptable standards are dealt with using established guidelines
- Keep abreast of contemporary issues raised by either Fair Work Australia, key arts industry bodies, ICAC, the NSW Ombudsman or other Government Agency
- No adverse comments are received with the level of assistance provided to the CEO and Board/Council delegate

10. Performance Planning

Major Actions

- Accountable for delivery of the assigned service activities, actions and budgets in the Delivery Program
- Contribute to the development, implementation, reporting and achievement of the Strategic and Business Plans and other plans and reports as required by the CEO, the PP&VA Board and key funding agencies.

Performance Measures

- Complete all organisational performance reporting requirements (monthly and six monthly review reports, Annual Report and Acquittal reports)
- Deliver service activities, actions and budget assigned in the Artistic Delivery Program
- Level of staff satisfaction with their involvement in and understanding of the Artistic Delivery Program
- Initiatives which increase opportunities for PP&VA are developed and documented
- Delivery of Plans and Reports as per agreed specification and timetable
- Activities and priorities are met
- Systems are established and managed which constantly evaluate and improve services provided
- Services developed are both contemporary in nature and provide a strategically sound reference for the future

Key Generic Functional Responsibilities

11. Corporate Planning and Review

Major Actions

- Contribute to the development, implementation, reporting and achievement of the Strategic Plan, Artistic Delivery Program and other plans and reports as required by the General Manager, the PP&VA and any Regulations

Performance Measures

- Complete all organisational performance reporting requirements (quarterly reports, six monthly reports, Annual Report and End of Term Report)
- Deliver service activities, actions and budget assigned in the Delivery Program

12. Communication and Customer Service

Major Actions

- Provide effective service to PP&VA customers, the community and internal staff
- Present a positive image of PP&VA
- Liaise and negotiate with the community, government/non-government agencies, other professional and PP&VA staff on a range of matters
- Effectively communicate in a range of forums on PP&VA's objectives, activities and priorities

Performance Measures

- Customer needs are identified and confirmed, and appropriate actions taken
- Staff adhere to the Customer Service Charter
- Advice given to any forum is contemporary and within PP&VA guidelines

13. Work Health and Safety (WHS) and Injury Management (IM)

Major Actions

- Communicate WHS and IM policies
- Attend training as required and ensure completion of training by supervised staff
- Manage the procedural development and implementation of risk assessments and ensure they are reviewed in line with designated timeframes
- Manage implementation and use of risk control measures
- Participate in consultative processes for the management of WHS, and ensure consultation processes are available to, and used by, supervised staff

Performance Measures

- WHS and IM policies and procedures are effectively communicated to all employees, contractors and volunteers and visitors are controlled at worksites
- All required training has been completed, including induction has been provided and completed for relevant personnel
- All supervised staff have completed required training
- WHS procedures are identified and complied with, setting an appropriate workplace example
- Risk assessment documentation is completed in line with legislative requirements, and risk assessments are reviewed at least annually or more frequently if required
- Risk control documentation is completed and records kept in accordance with PP&VA procedures
- Participation in consultation process is on record
- Record of supervised staff participation in consultation

Qualifications, Experience and Specialist Skills & Knowledge

Essential

- Relevant tertiary qualifications and/or commensurate experience and skills
- High level strategic leadership and expert management capabilities relevant to a cultural organisation
- Demonstrated knowledge in the formulation and implementation of strategic business plans covering artistic, educational, financial, staff, marketing, communications, fundraising and stakeholder management
- Sound knowledge and experience of contemporary cultural practice and current arts management practice and good networks in the arts and cultural sector
- Experience in and understanding of financial and budgetary management in a public entity with multiple programs
- Ability to work successfully with a broad range of stakeholders, excellent communication skills and the ability to inspire support for the activities of PP&VA
- Capacity to attract philanthropic funding for the arts, and the priorities of local government
- A commitment to working with local communities, increasing participation in the arts and developing exhibitions and productions relevant to the local community
- Proven experience in and knowledge of programming, budgeting, venue management, team building and organisational development in a cultural organisation
- A practical understanding of the issues associated with the creative development of self-produced projects, attracting public and private support for them and their financial management and marketing

Desirable

- A practical understanding of heritage matters and collection management

Position Based Core Skills Training

- Work Health and Safety
- Equal Employment Opportunity and Diversity
- Governance
- Drug and Alcohol Control Policy
- Manual Handling
- Hazard Identification
- Code of Conduct

Values and Behaviours

Penrith Performing & Visual Arts Ltd and Staff support the following Values and Behaviours:

Integrity

- I am honest, ethical and maintain public trust
- I do what I say I'm going to do and I stand up for what I believe in
- I set a standard to be proud of amongst the community
- I do the right thing - even when no-one is looking

Selflessness

- I am willing to put others before me and assist them when needed
- I put the good of the PP&VA and the community above personal goals
- I support sustainability and cater for the wellbeing of future communities
- I uphold social justice principles

Values and Behaviours

Accountability

- I take responsibility for decisions and actions, whatever the outcome
- I take responsibility for work, behaviour and how resources are used
- I ensure a safe and healthy workplace
- I take ownership of my work
- I operate within delegations

Honesty

- I tell the truth and correct misinformation
- I will refuse any bribes and I do not steal
- I trust in our relationships
- I ensure duties are undertaken in a lawful manner

Leadership

- I am creative and innovative
- I take responsibility and I am a good role model
- I inspire others in the organisation and community to be the best they can
- I have the courage to do the right thing
- I listen and communicate clear directions and actions

Impartiality

- I am always fair and treat people equally
- I am understanding and act objectively
- I separate personal interests from work responsibilities
- I base all decisions on merit and facts I am consistent in the application of processes

Openness

- I am transparent and straight-forward
- I am able to discuss problems or concerns and give reasons for decisions
- I share information appropriately
- I am obliged to report wrong-doing

Respect

- I treat others fairly and objectively
- I value and accept other people's differences
- I treat others with dignity, kindness and in the spirit of service
- I treat people how I would like to be treated
- I recognise the worth of individuals