



CASTLEMAINE STATE FESTIVAL LTD POSITION DESCRIPTION

TITLE	CHIEF EXECUTIVE AND ARTISTIC DIRECTOR
LOCATION	GOODS SHED ARTS 21 KENNEDY STREET, CASTLEMAINE, VICTORIA
REPORTS TO	CSF BOARD
DIRECT REPORTS	GENERAL MANAGER, CREATIVE PRODUCER, MARKETING AND PARTNERSHIPS MANAGER, PHILANTHROPY MANAGER, GRANTS WRITER.
EMPLOYMENT	FULL TIME
DOCUMENT DATE	APRIL 2023

ORGANISATIONAL CONTEXT

The Castlemaine State Festival (CSF) has its roots and relevance in the amazing Victorian town of Castlemaine. The Castlemaine region is known for its vibrant creative community, local food and wine and stunning natural surrounds. Perfectly located in Central Victoria, an easy train ride from Melbourne (90 mins) or to its nearest Regional City, Bendigo (30 mins), the region is well serviced by schools, hospitals and other services.

The Festival celebrates its 47th birthday in 2023, making it one of the longest-running arts organisations in Victoria, the oldest multi-arts festival in Victoria, and one of the most durable festivals in Australia. CSF was even able to successfully stage a festival in 2021, a year riddled with COVID lockdowns and restrictions. CSF continues to evolve and is experiencing its most significant period of growth, change and impact. Under the leadership of its most recent Festival Director and Chief Executive, Glyn Roberts, and a capable and cohesive team, accountable to and supported by a strong and experienced Board, CSF has presented its most successful editions ever in the last decade.

In parallel with the biennial festival, the organisation is now at an advanced stage of redevelopment of the Castlemaine Goods Shed which is now operating as the growing creative industries hub, Goods Shed Arts. The Victorian State Government has already committed \$6 million to the initiative and further support is being pursued from major philanthropists and the Federal Government. CSF's hard-working and valued team will play a crucial role in the period of transformation ahead.

POSITION PURPOSE & SUMMARY

The CEO / Artistic Director (CEAD) is a dynamic executive leadership role which oversees the artistic vision and the artistic, financial and reputational success of the organisation's two major streams – the iconic biennial Castlemaine State Festival and the newly developed year-round multi-arts venue, Goods Shed Arts (the venue transformation project currently underway).

The CEAD is responsible for:

- Artistic leadership: the successful development and implementation of the artistic programs for the Festival and the Goods Shed, including evaluation and reporting.

- Organisational and strategic leadership: staff leadership; stakeholder relations; managing the public face, reputation and brand of CSF; resource management; implementation of Strategic Plan; Board liaison and reporting.
- Multi-stream revenue generation: grant seeking; philanthropy; donorship; business partnerships and sales.
- Solid financial performance and risk management.

KEY RELATIONSHIPS

Internal	Board Chair, Board Members, General Manager, Creative Producer, Marketing & Partnerships Manager, Finance & Administration Manager, Administration Assistant, Philanthropy Manager, Grants Writer, staff and volunteers.
External	Victorian Minister for Creative Industries, Federal Minister for the Arts, key government stakeholders, key community stakeholders, corporate partners, philanthropists, artists and key arts organisations.

ABOUT YOU

The successful candidate will be responsive and energised in dealings with arts practitioners, companies and stakeholders across the entire spectrum. Whether these be grass-roots community organisations or leading international artists and ensembles, their presence in the program is essential to the continuing development of the Festival's distinctive qualities and reputation, and in the development of new works and audiences for Goods Shed Arts.

You are a creative and strategic thinker, able to develop and implement innovative and engaging Festival and venue-based arts programs with diverse, traditional and new audiences in mind. You have a collaborative style with a team-focused approach.

You pay excellent attention to detail, are highly organised, and have experience in managing multiple priorities and deadlines. You can uphold and portray the vision, purpose, values and strategies of the organisation and have a genuine commitment to the social, cultural, and financial impact of regional arts.

ESSENTIAL ATTRIBUTES

- Excellent talent for leadership in a creative context.
- Wide-ranging arts background, curiosity, and deep knowledge and experience of the creative sector and its place in building communities.
- Demonstrated experience in sophisticated and successful artistic programming to identified audiences.
- Demonstrated fundraising expertise – we will need our CEAD to raise funds from supporters, philanthropists, government other revenue sources such as programming and venue hire.
- Excellent communication and collaboration skills, able to listen and to create respect and credibility in every situation, particularly in interacting with government, donors, partners, community, board and staff.

- A versatile thinker, able to deal with a range of complex issues spanning Festival planning and execution, through to delivery and operationalisation of transformation projects such as the Goods Shed, and multi-stakeholder engagement and management.
- Financial and risk management experience.
- Commercial acumen in operationalising opportunity viz. understanding, programming for, and communicating to traditional and prospective markets/audiences, negotiating and engaging with key stakeholders, including attracting and contracting nationally and internationally renowned artists.

RESPONSIBILITIES

ARTISTIC LEADERSHIP

- Create, design and recommend to the Board an artistic framework and direction for the Festival and Goods Shed Arts, building on the key initiatives established in prior Festivals, and best practice in multi-arts venue management, reflecting a solid understanding of existing and future audiences.
- The CEAD will have wide creative licence to shape future Festivals and Goods Shed venue programming, with reference to broad guidelines by the Board, for example program diversity / mix of art forms, festival duration and local content.
- Lead and direct the CSF organisation throughout the two-year Festival cycle to deliver the Festival and all related activities in accordance with the Business Plan, as updated from time to time.
- Following Board approval, develop the artistic program, concepts and context appropriate to the artistic framework and select the artistic works accordingly.
- Lead the artistic direction, oversee programming, collaborate with key stakeholders and create new markets for Goods Shed Arts.
- Maintain an active dialogue with the Board during the development of the artistic program, including any new developments or significant changes.
- Develop active networks of local, national and international artists, producers, arts organisations, key contacts and stakeholders for reference and support, to open up new opportunities and to stimulate new program thinking and innovative partnerships and program delivery.

ORGANISATIONAL AND STRATEGIC LEADERSHIP

- Be the public face, primary spokesperson and representative for the organisation, promoting and advocating CSF at every opportunity and building the Festival's and Goods Shed Arts' identity and profile both locally and nationally.
- Continually focus and inspire staff and all activities of the organisation towards achieving the CSF vision and objectives and delivering the Business Plan.
- Lead, encourage and model an organisational culture of respect, communication, mutual support, collaboration and high performance.
- Lead and champion an ongoing collaborative process of continuous improvement through regular review of the organisation's activities and performance and the collection and analysis of data and information.

- Ensure that ethics and integrity are maintained as the cornerstones of performance and sustainability of the CSF operations.
- Engage respectfully, proactively and collaboratively with local First Nations representatives and lead the organisational delivery of CSF's Reconciliation Action Plan.

MANAGEMENT

- Direct the management of day-to-day operations and activities through appropriate delegations, collaboration, supervision and review and ensure that all activities of the organisation and its staff are aligned to deliver the Business Plan in accordance with the CSF vision and objectives.
- Direct and oversee the development and management of human resources management systems and practices that ensure that paid and volunteer staff, contractors, artists and all support personnel are effectively recruited, engaged, supported, rewarded and managed to achieve a high performing and collaborative team with high morale and passion for the Festival's and Goods Shed Arts' success.
- Direct the development and implementation of all necessary administrative, finance, operations, and risk management systems, policies, procedures and documents.
- Implement regular review and evaluation processes during the two-year Festival cycle and annual Goods Shed cycle to inform continuous improvement. Provide State Government, the Board and stakeholders with an extensive evaluation of the artistic outcomes and processes of the Festival and the Goods Shed and recommendations on future planning and directions.
- Ensure that all aspects of operations are conducted with integrity, good governance and demonstrated high regard for all stakeholders.
- Ensure compliance with all regulatory and legal requirements.

PROGRAMMING

- Manage all aspects of the implementation of the artistic program for the Festival and Goods Shed Arts.
- Manage the Program Producers and work closely with the General Manager to ensure the delivery of an outstanding artistic program that is effectively supported by operations.
- Engage, provide leadership and manage guest curators and project managers.
- Provide a clearly articulated artistic program, outlining related key marketing, production and implementation issues.
- Build and leverage cultural, community and corporate partnerships which enhance CSF's programs. Actively explore opportunities for new ways of partnering and working with artists, organisations and the community to deliver program outcomes.

OPERATIONS

- Direct and closely collaborate with all staff to ensure that all operational areas of the Festival are aligned with and effectively support the artistic program, processes and outcomes.
- Complete the Goods Shed Development program, giving effect to the vision of making the Goods Shed the recognised creative hub of Castlemaine and developing procedures and processes for managing this facility successfully and profitably thereafter.

- Ensure the highest level of specification, coordination and timely integration of all activities and tasks involved in the delivery of the Festival and Goods Shed Arts program through the active use and involvement of all staff in detailed project management planning.

STRATEGY AND PLANNING

- In conjunction with the Chair and the General Manager, contribute strongly to CSF's strategic planning processes, oversee delivery of the actions and targets within the Business Plan and report as required against the plan.
- Create annual operating plans which ensure effective timetabling for the implementation of Business Plan actions and the timely coordination and integration of these actions with day-to-day operations, Goods Shed Arts and Festival activities.
- Regularly review strategies and action plans for delivery against timetable, continuing relevance and possible enhancements and report as required to the Board.

FINANCIAL

- Lead a financially sustainable organisation through achieving an appropriate balance of income sources, sound business management and program planning, solid understanding of markets, ensuring that the organisation and the Festival are resourced and led with the requisite financial, material and human resources to operate effectively.
- Take overall accountability for financial control and risk management of CSF, working closely with the General Manager in budget planning, monitoring, and control to achieve financial targets approved by the Board.
- Strive to comply with the budget approved by the Board and its revisions approved from time to time, and to achieve financial targets approved by the Board.
- Ensure cash flow projection and management processes are aligned with operating plans.
- Submit annual and project budgets to the Board for discussion and approval.
- Provide timely, thorough and accurate information to keep the Board fully informed of CSF's financial position.
- Provide focus on revenue performance viz. grants, sponsorships, patron and other support, ticket sales, venue revenue from Goods Shed.

FUNDRAISING

- Develop fund-raising strategies.
- Oversee staff in the implementation of fund-raising strategies and the active sourcing of funding opportunities, optimising all available sources.
- Ensure the broadest range of fund-raising opportunities is explored, including engaging in-kind contributions of materials, skills, services etc.
- Maintain a high level of personal relationship and involvement with key contributors.
- Ensure timely submission of grant applications and all acquittals and progress reports.

STAKEHOLDER RELATIONSHIPS

- Maintain excellence in CSF relationships with all stakeholders, ensuring they are kept informed, treated with respect and feel acknowledged and valued. Strong positive relationships with local community, key donors and local businesses are particularly critical.

- Ensure the direction, mission and values of CSF are strongly advocated and clearly and positively articulated to all stakeholders and interest groups.
- Build an extensive Festival and Goods Shed Arts community, broadening and deepening stakeholder, audience, artist and community engagements with CSF and its work.

MARKETING AND COMMUNICATIONS

- Build the CSF brand, maintain distinctive positioning and build the Goods Shed Arts and Festival identities and profile both locally and nationally.
- Oversee the development and implementation of an effective marketing plan and activities.
- Ensure wide community acceptance and recognition of the Festival and Goods Shed Arts.

RELATIONSHIP WITH BOARD

- The Board delegates overall responsibility for management and day-to-day operations to the CEAD and they are accountable to the Board for the performance of these duties in accordance with Board policies and direction.
- Report regularly to the Chair and the Board of Directors, or to any representative nominated by the Chair from time to time, with respect to any significant issues arising with respect to artistic and CSF profile or operations.
- Work in close liaison with the Chair to provide direction and leadership for CSF.
- Attend as an ex-officio member at Board meetings.
- Provide the Board with all reports, information and advice necessary for it to carry out their governance function. Keep the Board fully informed of the CSF financial position as well as plans, opportunities, risks and challenges. Recommend budget variations and their respective rationale.
- Ensure Board meetings are effectively serviced, with appropriate and timely papers, reports and information.

ORGANISATIONAL RESPONSIBILITIES

- Communicate and act in ways that are consistent with CSF's organisation's values.
- Support and promote the work of the organisation, maintaining a positive image of the organisation.
- Apply and uphold the principles of a respectful, inclusive, and diverse workplace, free from discrimination, harassment, or bullying.

POLICIES AND PROCEDURES

- Adhere to, and comply with organisational policies, processes, and procedures, using appropriate systems where required.
- Model the organisation's values, play a role in raising the profile of these values and associated behaviours across the organisation.
- Demonstrate a strong commitment to a quality culture, implementing standards of excellence and a continuous improvement business focus.
- Support and promote a strong safety culture by ensuring all work activities are performed in compliance with the organisation's Work Health and Safety Policy.

PERSONAL ATTRIBUTES

- Leadership – demonstrate a commitment to organisational priorities, people and values, take personal responsibility, delegate appropriately, adhere to organisational policies and procedures and uphold confidential information.
- People management and teamwork – approach all staff, volunteers and contractors with respect and consideration, collaborate effectively, and encourage continuous learning.
- Problem solving & decision-making – embrace flexibility and lateral thinking, facilitate solutions and make decisions based on an understanding of the relevant issues, factual information and logical assumptions.
- Influencing – seek to secure support and commitment from colleagues through the clear articulation of ideas and opinions and open dialogue, supported where possible by factual information. Uphold and portray the vision, purpose, values, and strategies of the organisation and have a genuine commitment to the social, cultural, and financial impact of regional arts.
- Communication – actively contribute to a positive and effective work environment through open and inclusive planning, continuous information sharing and transparent work processes.
- Customer Service – be accessible to colleagues and stakeholders, work to understand their needs, negotiate outcomes that are acceptable to both parties and deliver as agreed.

TERM

- The position has a 4-year contract period with possibility of renewal. There will be a 6-month probationary period for the appointee, during which time either party may terminate with 4 weeks' notice.
- The position is based at the Castlemaine Goods Shed.
- Flexible availability is required in the immediate lead up to and during Festival period and may be required for other events or travel as necessary.
- Castlemaine State Festival is an EEO employer.

APPLICATION

- Your application should include a cover letter responding specifically to the Essential Attributes and your most recent CV. If your application proceeds, referees will be requested. In writing your application, please be as succinct as you can.
- Deadline for applications is 9am on Monday 15 May.
- Email applications to accounts@castlemainefestival.com.au with CEAD Application as the subject.

For enquiries, please contact Bronwyn Dawson accounts@castlemainefestival.com.au.