



## **TNA Executive Leadership - Expression of Interest Pack**

### **BACKGROUND**

The Board of Theatre Network Australia (TNA) is looking for new leadership following the stepping down of its founding Executive Director and CEO, Nicole Beyer.

TNA was established in Victoria with a project grant and a part-time Executive Director to advocate for the small to medium and independent performing arts sector. 15 years later, it is nationally respected as a leading industry development and advocacy body by the sector, key decision-makers, and funding agencies.

The leadership role at TNA sets the organisation's approach of being a true champion and connector for this sector. The tasks encompass policy development, advocacy, research, and sector development based on strong values of equity, justice, inclusion, and well-being. TNA has an organisational culture that is positive, optimistic, and people-focused.

In this context, we are initially calling for Expressions of Interest as we want our process to allow for alternative management structures that are equitable, accessible, and flexible. We are taking a human-centred approach that removes barriers and bias as much as possible. We look forward to extensive interest from people in the wider sector and those who have worked closely with the organisation.

We are looking to continue our transformational leadership as it plays a key role in the Australian performing arts sector, brokering a range of partnerships with clear and strong advocacy amidst a sector that is constantly faced with great change and complexity.

The Board is open to a collaborative leadership model for example, Co-CEOs. This search process and appointment will recruit in alignment with our values, our approach to cultural equity and to increase representation, complementing the existing, talented TNA team.

Salary range: \$100,000-\$110,000 plus statutory entitlements.

The position is 1.0 or 0.8 FTE and is based in an accessible office at The Guild in Southbank on the lands of the Wurundjeri and Boonwurrung people.

Any queries should be addressed to Jill Smith AM at [recruitment@tna.org.au](mailto:recruitment@tna.org.au) and she will respond either by email or phone. If you have access requirements you would like to discuss, or you would like the Expression of Interest Pack in another format, please contact Jill. Jill is a former chair of TNA who is assisting with the recruitment process.

## **TNA EMPLOYMENT POLICY**

TNA values the rich contributions to the arts made by people from a variety of backgrounds, and we aim to have a diverse group of people working at TNA.

We are an equal opportunity workplace, and we strongly encourage applications by First Nations people, people from a culturally and linguistically diverse background, d/Deaf and Disabled people and people from the LGBTIQ+ community.

We understand the needs of people with family obligations, and we provide a flexible working week, and part-time positions.

We understand artists' working lives, and by negotiation we allow time-off for artistic practice and other commitments such as touring.

Our philosophy is based on generosity, empathy, and a commitment to deep work satisfaction for employees. We know that this is repaid in retaining committed, passionate staff members who live and breathe the values of the organisation.

## **KEY SELECTION CRITERIA**

- Executive-level leadership experience in the Australian performing arts sector and a deep knowledge of contemporary performance practice, challenges, and opportunities, particularly as they relate to the small to medium and independent sector.
- Ability to lead and work with a small team, whilst collaborating with a diverse cohort of stakeholders, individuals, and communities.
- Proven stakeholder management skills that develop relationships and communicate effectively both within the organisation and externally.
- Exceptional time management skills with the ability to manage and deliver several simultaneous tasks, using innovative, analytical, and problem-solving skills, with grace, respect, a people-focussed approach and good humour.
- Experience in reporting to a Board, encompassing strategic planning and operational oversight, and awareness of Not-for-Profit governance requirements.

## PROCESS

Key Reference Documents and the Position Description are included below. Please familiarise yourself with these documents.

To express your interest in the position, email [recruitment@tna.org.au](mailto:recruitment@tna.org.au) no later than 5pm AEDT on 1<sup>st</sup> November 2023, with two parts:

1. Your Curriculum Vitae, summarising relevant experience in relation to the outlined Position Description and the selection criteria (1-3 pages). Note: there is no need to individually address each area of responsibility or selection criteria. Selected candidates will be asked to expand on this during the interview process.
2. Your Expression of Interest. This can be in written form (no more than 1 page) or a video recording (no more than 3 minutes). The Expression of Interest should:
  - Summarise what you bring to the role and why you are interested.
  - Indicate the type of leadership model you are interested in (e.g., single ED/CEO existing model, a Co-CEO/co-leadership or other form of collaborative leadership model).
  - Specify whether you wish to express interest in the role with others.

Selected candidates will then be invited to attend an online interview, likely around 13-14 November, 2023. There may be a second round of in-person interviews later in November.

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## KEY REFERENCE DOCUMENTS

TNA Annual Reports

<https://tna.org.au/about/annual-reports/>

TNA Strategic Plan

<https://tna.org.au/about/strategic-plan/>

TNA Equity Action Plan

<https://tna.org.au/about/equity-action-plan/>

## TNA EXECUTIVE LEADERSHIP – POSITION DESCRIPTION

### **Purpose:**

Lead Theatre Network Australia (TNA) in an equitable, inclusive, transparent, creative, and sustainable manner for the benefit of the small to medium and independent performing arts sector in Australia.

### **Responsibilities:**

Reporting to the Board, the Executive Leadership of TNA is largely self-directed in relation to the delivery of the Strategic Plan but is also governed by the needs of the stakeholders as identified through ongoing consultation with the sector, funding authorities, three tiers of Government and the philanthropic sector.

The Executive Leadership responsibilities are focused externally and internally, with key areas being:

#### ***External Focus***

Advocacy and sector development.  
Research, information collection and dissemination.  
Communications, public relations, and industry presence.

#### ***Internal Focus***

Organisational strategy and development.  
Governance and compliance.  
Organisational leadership.  
Administration.

## **EXTERNAL FOCUS**

**Advocacy and Sector Development:** *Champion the critical importance of the small to medium and independent performing arts sector as the storytellers that will enshrine the future of the performing arts in Australia.*

Key roles include:

- Undertake advocacy campaigns/projects as needed for the support and development of the small to medium and independent performing arts sector, balanced between a deep Victorian focus and a broad national perspective.
- Develop and maintain strong networks of arts industry stakeholders, political representatives, advisors and bureaucrats regionally and nationally.
- Develop and strengthen the connections between organisations, individuals, and groups in the performing arts sector, by directing the preparation and implementation of individual and sector development programs, networking events and forums.

**Research, information collection and dissemination:** *Capture, contribute to and communicate key information to support the sustainable development of the Victorian and National sector.*

Key roles include:

- Develop, maintain, and oversee ongoing research projects as relevant to TNA strategies and advocacy, including the highly respected Small to Medium Salary Report and the Independents Report.

- Contribute to and digest external research into the small to medium and independent performing arts sector in Victoria and nationally, in particular, evidence of the importance of the sector to the industry, and to the cultural fabric of the state and nation.
- Oversee the maintenance of the TNA website as a vital portal for industry information and research and ensure regular updates to the sector highlighting new research, opportunities, and news.

**Communications, public relations, and industry presence:** *Promote TNA and its activities broadly, ensuring ongoing relevance and visibility.*

Key roles include:

- Ensure the promotion of the organisation's values, goals and achievements through the media, within the industry, industry associations, funding agencies and the public at large.
- Represent TNA on sector committees, in forums and events, in policy reviews, consultancies and at sector events as appropriate.
- Direct the preparation of the Annual Report as both a compliance and promotional document.
- Oversee recruitment and maintenance of TNA memberships.

## **INTERNAL FOCUS**

**Organisational Strategy and Development:** *Lead, plan and oversee the implementation of sustainable and relevant organisational activities for the benefit of the sector.*

Key roles include:

- Oversee the development, implementation, and review of a four-to-five-year Strategic Plan, and through this, all of TNA's programs and activities, including developing individual program plans.
- Oversee, predict, and plan for the successful financial management of the organisation's annual budget and longer-term financial plan, in collaboration with other staff and Board.
- Explore strategic opportunities and develop partnerships to ensure TNA's ongoing growth and sustainability, including raising additional revenue through applications to appropriate funding sources and managing fundraising campaigns as applicable.
- Ensure satisfactory acquittal of grants and accountability for other income as required.

**Governance and Compliance:** *Ensure TNA is an exemplar of effective organisational function and process.*

Key roles include:

- Maintain efficient communication with the Chair, provide services, as required, to the Board and maintain the highest level of communication necessary to enable Board members to fulfill their responsibilities.

- Be accountable to, liaise with and seek direction from the Board regarding the organisation and the application of any policies in strategic, management and administrative matters.
- Ensure compliance in terms of relevant workplace and financial legislation and funding guidelines.
- Oversee and ensure the satisfactory administration of all legal and statutory requirements of the organisation, including the annual audit and obligations to the ACNC.

**Organisational Leadership:** *Provide a values-led and people-first approach to leadership and development.*

Key roles include:

- Ensure the wellbeing of the organisation, Board members, employees, and its public profile.
- Provide consistent, proactive, accessible, and transparent leadership across TNA, aligned with organisational values, policies, and objectives, including the TNA Equity Action Plan.
- Embed and provide ongoing encouragement of a culture of exemplary relationship management, both internally and externally, leading by example.
- Inspire, upskill, and supervise the performance of TNA staff including recruitment, negotiation of job descriptions, development, and implementation of annual performance reviews.

**Administration:** *Ensure accurate and thorough record-keeping systems and processes.*

Key roles include:

- Oversee and ensure the satisfactory administration of all financial management requirements of the organisation, including bank account management, signatories, etc.
- Lead the thorough collation and maintenance of the organisation's records, and record and archive all publications, media, and other outputs.
- Oversee the maintenance of databases and contact lists with respect to all relevant professional, public and industry sources.