

Position Description -

Position details

Position title	Executive Director
Site	SAM - 530 Wyndham Street , Shepparton, VIC 3630, Australia
Team/department	
Employment status	Full time
How many hours?	38
Employment type	Fixed Term

Reporting relationships

Reports to	Drew Pettifer - Board Chairperson
Review managed by	Drew Pettifer - Board Chairperson

Position purpose

Position purpose	The Executive Director is one of the two executive heads of SAM, working alongside the Artistic Director to provide shared strategic and organisational leadership. Both roles report directly to the Board and work collaboratively to deliver SAM's mission, vision and strategic priorities. The Executive Director holds primary organisational accountability for operational and business performance, while the Artistic Director holds primary accountability for artistic and curatorial performance. Together, they provide complementary leadership across the organisation, ensuring artistic ambition, organisational sustainability and strategic priorities are aligned. The Executive Director provides organisation-wide leadership across strategy, governance, financial sustainability and revenue diversification, public funding, philanthropy, fundraising and strategic partnerships, people and culture, commercial operations, facilities, risk, compliance, technology and stakeholder relations. The role is responsible for ensuring that SAM has the organisational capability, resources, systems and infrastructure required to deliver an ambitious artistic and cultural program and fulfil its role as a
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significant regional cultural organisation. A key focus is to lead and strengthen SAM's public funding, philanthropic, fundraising and partnership opportunities to support its long-term sustainability, growth and impact.

The Executive Director provides values-based executive leadership through the Senior Leadership Team and broader organisation, building capability, fostering a positive and inclusive culture, encouraging continuous improvement and ensuring strong governance and sound business practices.

The Executive Director is a highly visible leader and advocate for SAM, building productive relationships with the Board, staff, volunteers, government, philanthropic and commercial partners, First Nations communities, local organisations and broader regional, national and international stakeholders.

Executive Leadership Model

The Executive Director and Artistic Director are the two executive heads of SAM and both report directly to the Board.

The Executive Director has primary leadership responsibility for organisational, business and operational matters, while the Artistic Director has primary leadership responsibility for artistic and curatorial direction, including SAM's artistic vision, programming and creative practice.

The Executive Director and Artistic Director share responsibility for SAM's overall strategy, organisational direction, culture, reputation and success. They are expected to work collaboratively, maintain open communication and present a unified executive leadership approach to the organisation, Board and external stakeholders.

Accountabilities and key performance indicators (KPIs)

Accountability

Strategic Leadership and Development

Organisational

Responsibilities

- Lead the implementation of SAM's strategic direction and annual business priorities in partnership with the Artistic Director and Senior Leadership Team
- Provide executive oversight of organisational performance, ensuring clear objectives, KPIs and reporting are in place
- Ensure organisational structures, systems and resources support effective delivery of SAM's strategic and operational priorities
- Lead organisational development, continuous improvement and change through the Senior

Accountability

Governance and Board Support

Financial Management and Sustainability

Public Funding, Philanthropy and Partnerships

Responsibilities

Leadership Team

- Foster a creative, nimble, accountable and values-based culture with strong communication and organisational alignment
- Ensure the Board and relevant Committees receive timely, accurate and meaningful strategic, financial, operational and risk reporting
- Support effective governance, decision-making and accountability across the organisation
- Ensure Board policies, delegations and governance frameworks are effectively implemented
- Maintain a strong, transparent and constructive relationship with the Board and Board Chair
- Provide timely advice to the Board on significant organisational risks, issues, opportunities and performance
- Provide executive oversight of budgeting, financial performance, cash flow and long-term financial planning
- Ensure effective financial governance, controls, delegations and reporting systems are in place
- Identify and pursue opportunities to improve financial efficiency, commercial performance and the sustainable use of organisational resources
- Provide oversight of procurement, significant contracts, capital expenditure and asset replacement planning
- Ensure appropriate systems and processes support audit, taxation, reporting and other financial obligations
- Lead strategies to strengthen long-term financial sustainability, financial resilience and revenue diversification, including public funding, philanthropy, fundraising, partnerships and commercial income
- Provide executive leadership and oversight of SAM's financial management and long-term financial sustainability, ensuring the organisation has the resources and financial resilience required to deliver its strategic and artistic priorities
- Provide executive leadership for public funding, philanthropic, fundraising and strategic partnership development
- Build and maintain strong relationships with government, funding bodies, the SAM Foundation and key philanthropic stakeholders
- Identify opportunities to diversify revenue and strengthen corporate partnerships, sponsorship and other strategic support
- Provide executive oversight of funding applications, agreements, reporting and acquittals, ensuring obligations are met
- Ensure funding and partnership strategies

Accountability

People, Culture and Organisational Capability

Representation, Advocacy and Stakeholder Relations

First Nations Engagement and Community Responsibility

Commercial Operations and Visitor Experience

Responsibilities

- contribute to SAM's long-term sustainability, profile and impact
- Develop and deliver fundraising, sponsorship and philanthropic strategies with measurable targets and regular reporting to the Board
- Provide leadership and direction to the Senior Leadership Team and broader organisation
- Foster a positive, inclusive, collaborative and high-performing organisational culture
- Provide executive oversight of workforce planning, recruitment, development, succession and performance frameworks
- Champion staff and volunteer capability, professional development, engagement and wellbeing
- Ensure appropriate employment practices, policies and systems support a safe, respectful and accountable workplace
- Represent and advocate for SAM and its strategic priorities across government, community, business and cultural sectors
- Lead and develop strategic relationships with key government, Council, industry, community and cultural stakeholders
- Provide executive oversight of marketing, communications, audience development and SAM's public profile
- Provide senior representation across relevant sector forums, committees, panels, public events and stakeholder activities
- Strengthen SAM's reputation, influence and position as a leading regional arts and cultural organisation
- Lead strategic advocacy with local, state and federal governments to strengthen SAM's profile, influence policy and secure investment opportunities
- Provide executive leadership and support for the delivery of SAM's Aboriginal Engagement Plan
- Build respectful and meaningful relationships with Yorta Yorta people, Traditional Owners and First Nations organisations
- Ensure First Nations perspectives and cultural considerations inform relevant organisational planning and decision-making
- Champion cultural awareness, capability and respectful practice across the organisation.
- Support SAM's role as a trusted, inclusive and responsible community organisation
- Provide executive oversight of commercial operations, including hospitality, front of house, retail and online retail
- Maintain strategic oversight of relationships with tenants, hospitality providers and commercial partners
- Ensure commercial activities support SAM's artistic purpose, visitor experience and financial

Accountability

Responsibilities

	- sustainability · Provide oversight of visitor and audience experience, ensuring appropriate systems are in place to monitor and improve engagement · Identify opportunities to strengthen visitation, participation, commercial performance and earned income
Facilities, Infrastructure and Precinct Development	· Provide executive oversight of SAM's buildings, facilities, assets and infrastructure · Ensure appropriate asset management, maintenance, lifecycle and capital replacement planning is in place · Provide executive leadership and oversight of significant capital works, infrastructure and precinct initiatives · Ensure major projects have appropriate governance, resources, budgets, risk management and stakeholder communication · Ensure facilities and infrastructure support SAM's artistic, commercial, visitor and community needs, including appropriate security and emergency arrangements
Risk, Legal, Compliance and Workplace Health and Safety	· Provide executive oversight of SAM's organisation-wide risk management framework and significant strategic and operational risks · Ensure legal, regulatory, contractual, insurance and reporting obligations are appropriately managed · Ensure appropriate governance, systems and accountability are in place for workplace health and safety · Ensure significant risks, incidents and compliance matters are appropriately reported and escalated to the Board · Promote a strong organisational culture of safety, risk awareness, compliance and accountability
Technology and Information Systems	· Provide executive oversight of technology and information systems to ensure they are fit for purpose and aligned with organisational priorities · Ensure appropriate governance, systems and controls protect organisational data, privacy and information · Provide strategic oversight of cyber security, technology providers and information management risks · Ensure appropriate planning and investment in technology infrastructure and organisational systems · Identify opportunities for digital innovation and improved organisational efficiency · Identify opportunities to leverage digital, AI and innovative platforms to expand audiences, improve accessibility and strengthen engagement

Key Performance Indicators (KPIs)

Accountability	KPIs
Strategic Leadership and Organisational Development	• Delivery of Board-endorsed strategic priorities and annual business and operational plans • Achievement of agreed organisational KPIs and performance outcomes • Organisational structures, systems and resources effectively support strategic and operational delivery • Demonstrated culture of accountability, collaboration, continuous improvement and organisational alignment
Governance and Board Support	• Timely, accurate and meaningful reporting to the Board and relevant Committees • Effective implementation of Board policies, delegations and governance frameworks • Compliance with statutory and organisational reporting obligations • Significant organisational risks, issues and opportunities are appropriately identified, managed and reported to the Board
Financial Management and Sustainability	• Achievement of approved budget, financial performance and cash flow targets • Progress against agreed financial sustainability and revenue diversification targets • Effective financial governance, controls, reporting and audit outcomes • Financial risks, capital requirements and asset management priorities are appropriately identified, managed and reported
Public Funding, Philanthropy, Fundraising and Partnerships	• Achievement of agreed public funding, philanthropic, fundraising and sponsorship targets • Growth and diversification of SAM's funding and partnership base • Strong and productive relationships maintained with government, philanthropic, corporate and strategic partners • Funding and partnership commitments are successfully delivered, reported and acquitted
People, Culture and Organisational Capability	• Positive staff engagement, wellbeing and retention outcomes • Organisational capability strengthened through effective workforce planning, leadership development and succession planning

	• Effective performance and development processes implemented across the organisation • Positive, inclusive, collaborative and accountable organisational culture maintained
Representation, Advocacy and Stakeholder Relations	• Strengthened SAM profile, reputation and influence across government, community, business and cultural sectors • Achievement of agreed government advocacy and investment objectives • Strong and productive strategic stakeholder and sector relationships maintained
First Nations Engagement and Community Responsibility	• Delivery of agreed commitments under SAM's Aboriginal Engagement Plan • Meaningful and respectful relationships maintained with Yorta Yorta people, Traditional Owners and First Nations organisations • First Nations perspectives and cultural considerations appropriately reflected in relevant organisational planning and decision-making • Positive outcomes in community participation, inclusion, access and engagement.
Commercial Operations and Visitor Experience	• Achievement of agreed commercial revenue and performance targets • Positive visitor, audience and customer experience outcomes • Commercial activities align with SAM's artistic purpose, brand and financial objectives • Opportunities to strengthen visitation, participation and earned income are identified and progressed
Facilities, Infrastructure and Precinct Development	• Facilities, infrastructure and assets remain safe, fit for purpose and aligned with organisational priorities • Approved capital, infrastructure and precinct projects are delivered within agreed scope, budget, timeframe and risk parameters • Effective asset lifecycle, maintenance and capital replacement planning is maintained • Appropriate security, emergency management and business continuity arrangements are maintained
Risk, Legal, Compliance and Workplace Health and Safety	• Effective organisation-wide risk, legal, compliance and WHS frameworks maintained • Significant risks, incidents and compliance matters appropriately identified, managed and reported • Legal, regulatory, contractual, insurance and reporting

	obligations are met • Positive WHS outcomes and a strong culture of safety, compliance, risk awareness and accountability maintained
Technology and Information Systems	• Technology and information systems remain secure, reliable, fit for purpose and aligned with organisational priorities • Effective data, privacy, information security and cyber security outcomes maintained • Technology investment and infrastructure support organisational efficiency, service delivery and business continuity • Digital, AI and innovative platforms are appropriately leveraged to expand audiences, improve accessibility and strengthen engagement

Key internal and external stakeholders

Stakeholder

SAM Colleagues

SAM Board & Board Committees

Council

Artistic Director

Senior Leadership Team

SAM Foundation

Government and funding bodies

Commercial partners, tenants and sub-tenants

Community and cultural organisations

Volunteers

Purpose of communication

Provide leadership, direction, support and communication; build organisational capability and a positive workplace culture

Provide strategic, financial, operational and risk reporting; support effective governance and decision-making; communicate significant issues and opportunities

Maintain effective relationships regarding governance, facilities, infrastructure, precinct development and strategic priorities

Collaboratively lead SAM and work together to deliver the organisation's artistic, strategic and organisational priorities

Provide organisational leadership, strategic alignment, collaboration and delivery of SAM's priorities

Develop philanthropic relationships and support sustainable fundraising and organisational impact

Develop relationships, advocate for SAM, secure public funding and ensure funding obligations are met

Maintain effective commercial relationships, contractual performance, facilities management and visitor experience

Develop partnerships, strengthen community connection and support SAM's regional cultural leadership

Support engagement, development, training and effective contribution to SAM's activities

Selection criteria

Qualifications

- Tertiary qualifications and/or significant relevant professional experience and expertise in executive leadership, governance, finance, business management, arts and culture or a related field

Experience

- Significant executive or organisational leadership experience, including strategic planning and organisational development
- Strong financial and commercial management experience, with a focus on organisational sustainability
- Demonstrated experience in public funding, philanthropy, fundraising and strategic partnerships
- Experience working effectively with Boards and governance frameworks, including risk and compliance
- Strong people and culture leadership experience, including building organisational capability
- High-level stakeholder engagement, advocacy and communication experience, including relationships across government, community, business and cultural sectors
- Understanding of and commitment to the arts and cultural sector, including experience in respectful engagement with First Nations communities and organisations

Capabilities

- Strategic and systems thinking, with the ability to translate vision into organisational outcomes and manage complexity and change
- Strong financial literacy, commercial acumen and sound judgement, with the ability to identify opportunities and manage risk
- Ability to work effectively within a collaborative dual executive leadership model, building a strong and productive partnership with the Artistic Director while maintaining clear organisational accountability
- Strong leadership, relationship-building and communication skills, with the ability to inspire and engage diverse stakeholders and teams
- Integrity, resilience, adaptability and accountability, with a commitment to continuous improvement and organisational learning
- Ability to foster a creative, inclusive, values-based and high-performing organisational culture