

# Position Description – General Manager

## Overview

Are you looking for:

- An opportunity to apply your leadership, relationship management, fundraising and strategic vision skills to an innovative, award-winning arts-health and community development organisation?
- An opportunity to use your administration skills, communication skills, creativity and initiative to help build stronger communities around Australia?
- An opportunity to make a difference and empower people in need?

**Title:** General Manager

**Date:** March 2020

**Department:** Cross-organisation

**Employment status:** Permanent, full-time

**Reports to:** Chair and the Board

**Hours of work:** 40 hours per week, worked 9am – 6pm Monday to Friday

**Direct reports:** 5 plus contractors and volunteers

**Location:** South Melbourne

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**Creativity Australia**  
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www.creativityaustralia.org.au



### Patrons:

Lady Marigold Southey AC  
Professor Allan Fels AO  
Hugh Morgan AC

### Founding Patron:

The Late Dame Elisabeth Murdoch  
AC DBE

### Founder

Tania de Jong AM

Creativity Australia is a national charity. Our mission is to build a happier, healthier and more inclusive nation.

We bridge the gap between people experiencing disadvantage and those more fortunate through the neuro-scientific benefits of community singing. We build supportive networks that help people connect to brighter futures.



Together, we can change the world one voice at a time!

## WHAT WE DO

- We support more than 30 weekly community choirs and singing projects across Australia that bring singing back into everyday life
- We welcome all people, regardless of age, race, religion, disability or disadvantage
- We research and celebrate how the neuroscience of singing makes us happier, healthier, smarter and more creative
- We help people connect to joy, wellbeing, friends, mentors, skills, networks and employment
- We empower people to find their unique voice and give back to others through the Wish List
- We invite like-minded groups to join us in making the world a better place.

## WHY WE DO IT

For some, choir is a way to de-stress after work. For others, it's a first glimpse into Australian life after arriving here as a migrant, asylum seeker or refugee. For others, it's an opportunity to connect to networks, skills and employment. It's all about joy, freedom and inspiration. When diverse voices sing together, people can more easily connect to whatever they need in life... friends, mentors, wellbeing, new skills, self-esteem, employment and more.

Creativity Australia believes unleashing a community's collective creative potential can achieve incredible social and economic outcomes.

Empowered individuals and supportive communities are better placed to solve society's big challenges, such as cross-cultural integration, unemployment, mental illness, low economic productivity, skills shortages, loneliness and isolation, family fragmentation, homelessness and more.

Neuroscience proves singing connects the neural pathways in the brain differently and releases endorphins, making people healthier, happier, smarter and more creative. From this position, people are more capable of asking for, receiving and giving help.

This is why we're the passionate leaders of a singing movement... to build communities and change the world, one voice at a time!

## Role objectives

To drive high quality, industry leading operational practices for our choir and social franchise network, fundraise effectively and contribute to successful financial outcomes and a sustainable business model for the charity.



## Key responsibilities

### Strategic planning

- Design and execute short term and long-term fundraising and strategic objectives to support overall business goals for the charity
- Business planning and P&L management
- Leadership of the team, contractors and volunteer programs
- Contribute to monitoring, measurement and evaluation of the overall Social Franchise Operations function

### Social Franchise operations

- Develop, execute and review strategies to assist Social Franchise Partners in realising their potential, sustainability and profitability
- Ensure social franchise operations are in line with CA franchise system and manage under performance and non-compliance as appropriate
- Liaise with the other team members as necessary to enhance the operation of new franchises, including in providing feedback promptly and ensuring quality control
- Identify and seek out opportunities with the team for new social franchises and fee delivery programs and develop and execute strategies to support

### Relationship manager

- Establish and maintain relationships with key Social Franchise Partners, Suppliers, Contractors and other external stakeholders
- Develop new national corporate and strategic partnerships
- Develop further State and Federal Government funding and partnerships
- Represent CA in respect of various relevant industry bodies

### Social Franchise and general network communications

- Review key communications to social franchise and general network to ensure timely and effective communication of CA business objectives and updates

- Develop and Manage a new State Franchise bi-monthly meeting with a committee of representatives from current programs, preparing agenda for and chairing monthly meetings, including overview of activities, key learnings and reporting back to the Team and Board



- Coordinate timing of visits and SKYPE mentoring calls for all franchises.

### **Team leadership**

- Management and coordination of activities and priorities of all direct reports
- Drive high performance and engagement of direct reports in line with overall business objectives, including undertaking KPI setting, providing feedback/coaching, conducting performance reviews, planning training/development activities, and providing general support around staff welfare/wellness
- Liaise with Chair concerning resource forecasting, recruitment, onboarding, remuneration and reward, management of poor performance and exits

### **Financial Management and Fundraising**

- Ensure that all programs follow processes and support the GM
- Fundraising including writing of major grant applications to donors, trusts and foundations, corporate and strategic partners and Governments, meeting with potential donors, funders and corporate partners
- Monitor and manage the financial health of all CA franchises and general programs
- Monitor liquidity across the network and that liquidity is within acceptable CA benchmarks
- Monitor profitability across the network and ensure results in line with CA benchmarks

### **Qualifications / experience / skills / personal attributes**

#### **Qualifications**

- Degree qualified in a business discipline would be an advantage
- MBA would be an advantage

#### **Experience**

- A strong background in fundraising and scaling businesses and franchising in a senior, hands-on, operational role
- A background/understanding of the franchising industry would be an advantage
- Excellent understanding of franchising principles

- Demonstrated fundraising, partnerships and management experience in NFP, charity and business environment
- Proven track record in building and maintaining key strategic relationships
- Experience with leading a support/operational function/team



### **Skills**

- Excellent verbal and written communication skills
- Strong interpersonal skills – ability to build strong relationships
- Excellent consultative skills
- Excellent negotiation skills
- Excellent fundraising and partnership skills
- Strong analytical and conceptual skills and a proven record of problem solving
- Sound judgement, research and analytical skills
- High level ICT skills across databases/CRMs and other platforms including Microsoft Office Suite
- Strong presentation (public speaking) proficiency
- Strong organisational and time management skills, including ability to work autonomously and well under pressure

### **Personal attributes**

- An ability to relate to franchisees / understand the dynamics of running a franchise
- A consultative and collaborative approach to business and working with others
- High degree of self-motivation, drive and initiative
- Passion for community, charity, creating change, business and intuitive business sense
- A confident, friendly and approachable demeanor
- An ability to build quick rapport and develop mutually beneficial working relationships

### **Working relationships**

#### **Internal**

- Chair and Board
- Team members

- Conductors of programs
- Volunteers (in the office and across the programs)



#### **External**

- Social Franchise Partners
- Conductors and volunteers
- Existing and potential donors, partners, Government and corporates
- NFP industry and business networks
- Key suppliers

#### **Position environment**

- Corporate office environment plus regular meetings (internal and external)
- Weekly attendance at CA franchises and programs
- Regular (monthly) travel locally and interstate
- Regular (monthly) attendance at conferences and networking events

#### **Benefits**

- Eligibility to participate in incentive bonus program based on overall business performance
- Private office
- Mobile telephone
- Laptop computer

#### **Application Process:**

To be considered, please send your resume and a cover letter outlining specific relevant experience and five reasons why you are perfect for this position and your expected salary range to [nathan@creativityaustralia.org.au](mailto:nathan@creativityaustralia.org.au)

The closing date for applications is April 30. However, applications will be reviewed in order of receipt. This new role is available now.