



# **SYDNEY SYMPHONY ORCHESTRA**

## **CHIEF EXECUTIVE**

### **CANDIDATE BRIEFING DOCUMENT**

**MAY 2017**

## **BACKGROUND INFORMATION**

### **1. The Orchestra**

#### **Artistic**

The Sydney Symphony Orchestra (SSO) was established in 1932 by the Australian Broadcasting Corporation as a radio orchestra. It is now a world-class ensemble resident in the Sydney Opera House and performing around 150 concerts each year. Its role as Australia's flagship orchestra continues to develop through its relationships with local, regional and international communities as a result of its touring, education and artist development initiatives.

The Sydney Symphony Orchestra pursues an ambitious artistic programme, presenting a selection of world-renowned artists and concert projects in the iconic Sydney Opera House Concert Hall. Artists who have appeared with the SSO over the last few seasons include Maxim Vengerov, Anne Sophie Mutter, Christian Tetzlaff, Lang Lang, Pinchas Zuckerman and Pierre-Laurent Aimard, with conductors Vladimir Ashkenazy, Charles Dutoit, Christoph von Dohnanyi and Simone Young amongst other international maestros on the podium. Recent season highlights include acclaimed concert performances of Porgy and Bess and Tristan and Isolde, conducted by Chief Conductor & Artistic Director, David Robertson.

With a well-developed schedule of popular and commercial-style programming and one of the country's most extensive learning and engagement programmes for music, the Sydney Symphony Orchestra is committed to bringing orchestral music to as many people as possible and to furthering the art form in its home city and beyond. Its history closely tied to Australia's national public broadcaster ensures that the orchestra has a proud tradition of radio and recording presence across the nation and is committed to reaching people in remote areas through these media.

The SSO enjoys loyal audiences for its concert series. In 2016, total numbers were 250,000 with over 80% paid occupancy and a trend towards a modest increase on previous years.

The SSO's vision is to move the heart and soul through consistently great performances. Its mission is to ignite and deepen people's love of live symphonic music in Sydney, New South Wales (NSW) and beyond. Its values are Artistry, Intensity and Unity.

#### **Regional Touring**

The Sydney Symphony Orchestra belongs not only to Sydney, but to the people of New South Wales who experience its world-class performances through regional visits each year. Bringing a varied mix of repertoire, including an extension of the orchestra's Mozart in the City series, a biennial Brass Tour and regular performances in regional centres by the Sydney Symphony Orchestra Fellowship musicians, the SSO continues to fulfil its aim to reach new and existing audiences throughout New South Wales.

The Orchestra's acclaimed Schools Concerts also travel throughout the State as part of the major annual Regional Tour. These interactive concerts are presented during the daytime and are supported by teacher resources and professional workshops in the touring region.

### **International Touring**

The Sydney Symphony Orchestra has a rich history of international touring and is the leading cultural ambassador for Australia in the Asia-Pacific region. The Orchestra has fostered close ties in China, undertaking its first tour in 2009 and returning annually since 2014, with 2017 representing its fifth tour. Alongside the tours, the SSO has developed important ongoing relationships with the Shanghai Academy and the National Centre for Performing Arts in Beijing. These and other regional activities ensure that the Orchestra is well on the way to achieving its goal of becoming the premier orchestra of the Asia-Pacific region by 2030.

In addition to its presence in Asia, the SSO tours internationally. A tour of major cities in Europe with Chief Conductor, David Robertson is planned for autumn 2018.

### **Financial**

The Sydney Symphony Orchestra's turnover is AUS\$44.8m. Revenue in 2016 was generated via tickets sales of \$21.9m; grant funding of \$14.6m (\$11.2m from the Australia Council and \$3.4m from NSW); philanthropy and gifts of \$4.4m; sponsorship of \$1.7m and other income of \$2.3m.

### **Learning & Engagement**

The SSO remains committed to engaging with young audiences and increasing their participation beyond the school-based experience, and to sustaining a quality orchestral training programme for young artists.

Overall more than 30,500 people connect with the Sydney Symphony Orchestra through its diverse learning and engagement activities. In addition to the annual fellowship for young artists, two important programmes the Orchestra runs are the 'Meet the Music' series of concerts, designed to reach new audiences and to interact with young musicians, and 'Tuned Up', a summer course run by SSO musicians for Primary School teachers in how to teach class music.

### **Digital & Technology**

The SSO are committed to exploring new and powerful ways to reach, engage and activate audiences by showcasing their vibrant art form, as well as fully leveraging some of the leading and new technologies of the day. Current digital and technology initiatives include radio, TV, video broadcasts, outdoor digital projection events, YouTube, Google Play and Spotify and the SSO digital news and information microsite, Backstage News.

## **2. Refurbishment of the Sydney Opera House**

The Sydney Opera House is one of the most visually iconic buildings in the world, however internally, the acoustics in its Concert Hall are considered by some to be inconsistent. The Sydney Opera House has announced a \$273 million upgrade to the Orchestra's home venue that will transform the acoustics, technical infrastructure and audience experience. It is the first major overhaul of the Concert Hall since it opened in 1973. There will be a closure period from mid-2019 to early 2021.

Considerable planning and negotiations are underway to secure the Concert Hall at Darling Harbour in the city's new International Convention Centre for the full season and to use the Sydney Town Hall - the Orchestra's original home - for Gala Concerts during the closure period. Negotiations are not yet concluded at this stage but it is expected that the new venue will be secured prior to the new Chief Executive being appointed.

The Board and Executive Team have undertaken significant work and are highly focused on a strategy to ensure the Orchestra's audiences move to the new venue and return to the Sydney Opera House. This is being helped by the great excitement and anticipation from the community on the prospect of finally having an acoustic to match the iconic exterior and is an important proposition in maintaining audiences both during the disruption period and after the grand opening return.

## **3. Context of Appointment**

The closure of the Sydney Opera House Concert Hall will inevitably bring with it both opportunities and challenges for the SSO and for its new Chief Executive. The Chief Executive will steer the organisation through a period of disruption, relocation and ultimately to a celebratory return to the Sydney Opera House in 2021. It is an exciting time to be joining the Orchestra as it enters a new phase in its history.

In leading and overseeing these changes, the Chief Executive will have the opportunity to build on the leadership of the organisation and through strategic visioning and execution, astute leadership, innovative fundraising and careful stewardship, will take the Orchestra to the next level of success.

Some of the exciting opportunities for the Chief Executive at this time of change are:

- The re-launch of the SSO in its new home in 2021 with an extensively renovated auditorium, acoustical improvements, and modernisation of the overall facility and amenities.
- Participation in all key artistic appointments to the Orchestra, including the search for future Chief Conductors.
- To further build on the SSO's leading role as cultural ambassador globally.
- The Orchestra's tour to Europe in 2018 to build artistic, donor and other relationships outside of Australia that will further the aims of the SSO internationally.
- To be innovative and creative in leading and developing the Orchestra's artistic future in magnificent new facilities.
- To use the refurbished Hall to attract new audiences, sponsors and donors to be actively involved with the Orchestra.

Some of the specific challenges to be addressed and monitored by the role at this time will be:

- The transition from the current home at the Sydney Opera House into the proposed International Convention Centre.
- The re-alignment of the staffing structure to manage this transition, whilst ensuring the continued smooth running of the organisation's ongoing day-to-day operations.
- Audience rebuilding, growth and diversification following a potential period of subscription decline through temporary relocation to new premises.
- Income generation from philanthropic and sponsorship sources during a period of instability.
- To ensure continued stewardship of, and developing strategy for government relations and ongoing public funding commitments.
- Creation and implementation of a longer-term financial and organisational plan ensuring growth and sustainability.

#### **4. Further Information**

For more information on the SSO see:

[www.sydneyssymphony.com](http://www.sydneyssymphony.com)

[www.sydneyssymphony.com/about-us/business-administration/annual-reports](http://www.sydneyssymphony.com/about-us/business-administration/annual-reports)

[www.sydneyssymphony.com/concerts-and-tickets/subscriptions/2017-season-brochure](http://www.sydneyssymphony.com/concerts-and-tickets/subscriptions/2017-season-brochure)

For information on Sydney see:

[www.timeout.com/sydney](http://www.timeout.com/sydney)

[www.destinationnsw.com.au](http://www.destinationnsw.com.au)

### **JOB DESCRIPTION**

#### **1. The Role**

The role of the Chief Executive of the Sydney Symphony Orchestra is to lead, direct and manage the organisation. He/she is responsible for the strategic direction and administrative management of the Orchestra, ensuring artistic excellence and financial stability through the development, implementation and review of the Orchestra's strategic and artistic plans in collaboration with the Board and Chief Conductor/Artistic Director.

The overall scope of responsibilities includes leadership of the organisation, strategic planning, artistic vision and values, learning and engagement strategies, financial and administrative management, fundraising and building and maintaining external relationships.

The Chief Executive is the main external representative and spokesperson for the SSO. He/she is expected to act as a credible and visible ambassador for the Orchestra, developing and maintaining robust connections and knowledge within the Sydney and New South Wales regional business, political and artistic communities, and more broadly (nationally and internationally) as required.

The Chief Executive reports to the Chairman and Board of the SSO.

The Chief Executive is supported in the following areas of responsibility by a highly capable and experienced Senior Management Team.

## **2. Key Responsibilities**

### **Leadership and Management**

- Provide strong leadership for the organisation, inspiring the confidence and respect of musicians, staff, Board members, funding bodies and other external stakeholders.
- Work closely with the Board of Directors and Senior Management Team to develop and implement high quality business strategies and plans which ensure alignment with short term and long term objectives.
- Lead and motivate the Musicians and Staff, establishing delegation, empowerment and accountability to foster a high performing culture, achieve ambitious goals and deliver artistic vibrancy, audience development and financial stability.
- Embrace and nurture the collaborative and positive culture of the organisation, promoting best practice and equality of opportunity and creating a working environment where musicians and staff feel valued and can develop and flourish.
- Hold responsibility for the financial stability and long-term future of the SSO, setting and overseeing the annual budgeting processes in collaboration with the Finance Director and management team.
- Drive the organisation's development activities, setting and implementing a strategic business approach to generating income from multiple sources through growing and strengthening the resource base and ensuring all opportunities are maximised.
- With the Director of Sales and Marketing, develop the organisation's marketing, communications and branding strategies, ensuring an effective approach to audience development and the marketing of the SSO's activities.
- Champion the Orchestra's Learning and Engagement work, ensuring it remains central and relevant to the core activities.
- Lead on the development and growth of the SSO's work in the field of Digital Technology, ensuring all opportunities to promote and develop the SSO's reputation and profile in this area are exploited.

- Take overall responsibility for adherence to legal compliance, strong ethics and a sound and effective risk management system, ensuring good practice on matters of management and governance.
- Represent and promote the SSO, acting as spokesperson and advocate for the organisation; additionally, take the role of cultural ambassador for Australia where relevant and appropriate.

### **Artistic**

- Working with the Chief Conductor/Artistic Director and Director, Artistic Planning, devise an artistic vision for the Orchestra which meets the aspirations of the musicians, reflects its varied activities and is realisable within its budgetary constraints.
- With the Director, Artistic Planning, create a year-round programme which is stimulating and challenging and will drive audience participation and growth.
- Actively seek to attract world-class, talented conductors and artists to travel to Australia to perform with the SSO through developing and maintaining strong relationships and networks within the international music community.
- Through entrepreneurial acumen, seek opportunities for developing new avenues of work for the Orchestra to raise its profile and reach new audiences.
- Consult with and support the Orchestra's artistic leadership in developing the artistic excellence of the SSO.

### **Strategic Relations**

- Maintain excellent working relationships with the Chairman and other members of the Board.
- Foster and maintain excellent relationships with the Chief Conductor/Artistic Director and all other artists working with the SSO, as well as with their agents and managers.
- Build effective, trust-based relations and maintain regular dialogue with the key funding partners, including Australia Council for the Arts and Arts NSW.
- Manage the Orchestra's partnership with the Sydney Opera House as resident orchestra.
- Manage the Orchestra's relationship with the International Convention Centre whilst resident during the refurbishment of the Sydney Opera House.
- Maintain an overview of the Orchestra's annual residency and tour in NSW, seeking opportunities to initiate and develop new partnerships that will enhance the Orchestra's presence and impact.

- Maintain and develop strategic relations with partners in China and other international promoters.
- Represent the Orchestra with venue managers, agents, promoters, funding bodies and other partners as appropriate.
- Seek and develop good relationships with existing and potential donors and sponsors.
- Participate as an active member of the network of Australian Symphony Orchestras as a Director of Symphony Services International (SSI), which provides services to the network.
- Develop positive and productive relationships with the press and other media, acting as spokesperson for the Orchestra.

### **PERSON SPECIFICATION**

The ideal candidate for Chief Executive will be a senior leader in the classical music industry or cultural sector with some knowledge of the orchestral repertoire and experience of working with creative individuals. He or she will have credibility amongst artists, demonstrable business acumen and entrepreneurial flair, with a track record in successful fundraising, combined with a compelling, strategically focussed leadership style and the ability to inspire and motivate colleagues, whilst driving organisational and audience growth. Proven experience in leading a team or organisation successfully through change is essential.

The experience, skills, qualities and knowledge sought are:

#### **Experience**

- A proven track record of senior leadership for an orchestra or complex cultural organisation.
- A track record of leading through substantial change to include aligning resources to achieve organisational goals.
- Experience of successfully working or collaborating with creative people.
- Experience of setting strategy and developing and implementing business plans.
- Experience of financial management of significant budgets.
- A track record of income generation from both private and public sources.
- Demonstrable experience of establishing effective strategic partnerships.

#### **Skills**

- Leadership skills with the ability to inspire, challenge, excite and energise.
- Strategic planning and creative thinking skills with the ability to see the 'big picture'.
- Ability to work effectively with Government at local, state and federal level.
- Excellent interpersonal and communication skills with demonstrated ability to build trust-based relationships both internally and externally.

- An innovative, entrepreneurial approach to creating and facilitating activity for the Orchestra.
- Credibility in the music world to attract world-class conductors and soloists to work with the Orchestra.
- Well-developed financial management and commercial negotiating skills.
- Exceptional verbal, written and presentation skills.
- Proven team building skills – committed to developing staff potential.
- Strong negotiating and persuasion skills.
- Proven ability to manage a complex organisation.

### **Qualities**

- Creative and strategic visionary.
- Entrepreneurial flair.
- Flexible, with the ability to manage ambiguity and create clarity.
- Maturity to deal with difficult people and create solutions.
- A decision maker capable of taking tough decisions.
- Resilient, with the ability to cope with pressure and high expectations.
- A collaborator.
- Diplomat, able to move comfortably and effectively in political circles.
- Committed to being a part of the long-term success of the SSO.
- Ambitious to make a difference.

### **Knowledge**

- A broad-based knowledge of the orchestral repertoire.
- An understanding of the classical music business. Contacts amongst international artists, promoters and concert agents would be an advantage.
- An understanding of the significance of learning and engagement and digital technology and the potential for development in these fields.
- Awareness of the factors affecting orchestras internationally.
- Broader knowledge of and interest in all the arts.
- Understanding of the Australian cultural funding systems (desirable).

## **SUMMARY OF TERMS AND CONDITIONS**

<b>Contract Period</b>	Open-ended contract
<b>Salary</b>	Commensurate with a position of this importance
<b>Superannuation (Pension)</b>	9.5% superannuation guarantee levy
<b>Annual Leave</b>	4 weeks per annum, plus Statutory Holidays
<b>Probationary Period</b>	6 months, with one month's notice
<b>Notice Period</b>	6 months
<b>Relocation</b>	A relocation package will be available

## **HOW TO APPLY**

To apply, please send a CV together with a letter of application (no more than 3 sides of A4) stating why you believe you are suitable for the job to our recruitment consultant, Heather Newill, Director, AEM International on [hnewill@aeminternational.co.uk](mailto:hnewill@aeminternational.co.uk) (preferable) or post to 10 Church Street, Framlingham, Suffolk. IP13 9BH. UK

Applications must be received by **Friday, 23<sup>rd</sup> June 2017**.

Interviews for shortlisted candidates will be held in Sydney between **27<sup>th</sup> – 30<sup>th</sup> July**.

For further information or an informal conversation, please contact Heather Newill, on + 44 (0)1728 660026.