



## BUSINESS MANAGER

### INFORMATION PACKAGE FOR CANDIDATES

#### About PICA

The Perth Institute of Contemporary Arts (PICA) is one of Australia's leading centres for the development and presentation of contemporary art. Its mission is to create career-defining moments for artists, life changing experiences for audiences and critical turning points in the advancement of art forms

Housed in a large and striking heritage building in the heart of Perth, Western Australia, PICA is the region's focal point for those wishing to experience the best of Australian and international visual, performing and cross-disciplinary art. PICA is both a producing and presenting institution that runs a year round program of curated exhibitions, seasons in contemporary dance, theatre and music, live art events and a range of interdisciplinary projects. It boasts one of the largest and most breathtaking exhibition spaces in Australia and has become known for the leading role it plays in the presentation of significant new work.

PICA's key aim is to promote, support and present contemporary arts and to stimulate critical discussion around the arts and broad cultural issues. Fundamental to its charter is the provision of a site for experimentation, critical analysis, discussion and debate. PICA is known for the rigour and breadth of its artistic and learning programs, high production standards and impeccable presentation. In many aspects of its operations, PICA might be understood as an incubator: providing resources, mentoring and support for both emerging and mature artists whilst promoting new and emerging ideas, forms and practices to the broader community.

PICA was established in 1989 as a Company Limited by Guarantee and is governed by a Board of Directors. PICA's annual income is derived from State and Federal government funding, corporate partners, philanthropic trusts and foundations, individual donors, project funding and earned income from ticket sales, membership fees, services, hires, retail and hospitality.

In 2016 PICA was recognised by the WA State Government's Department of Culture and the Arts as a Lead Organisation and commenced a nine-year funding relationship. PICA will be funded through the Australia Council's Multi-Arts panel for four years from 2017 and also receives funding through the Visual Arts & Craft Strategy.

PICA has a permanent staff of 11 FTE, supplemented by a casual team of 20 people and numerous interns and volunteers.

PICA inhabits a lively local and national network of intersecting interests and its relationship with other arts organisations, companies and institutions is cooperative and collaborative in nature. PICA is committed to providing high levels of support to artists, excellence in arts programming, high production standards and innovative means by which audiences can access and engage with contemporary art.

## POSITION DESCRIPTION

Position Title:	Business Manager
Hours:	Full-time
Salary:	\$75,000 - \$83,000 per annum (plus superannuation) Depending on experience
Contract:	Two-year renewable contract subject to performance, including a 6 month probation period
Location:	Perth Institute of Contemporary Arts, Perth Cultural Centre, 51 James Street, Northbridge, Western Australia
Reports to:	Director/ CEO and to the Board as required
Direct Reports:	Front of House Manager, Book-keeper & Finance Officer, Production Manager, Development Manager
Key Relationships:	Internal: PICA Board, all other PICA Staff External: Key funding agencies, presenting and producing partners, corporate partners, tenants, service providers and other key stakeholders
Purpose of Position:	The Business Manager ensures that the business operations of PICA support the organisation's artistic vision and enhances visitor, staff and artist experience by maximising income generation and ensuring positive and repeat engagement. S/he is responsible for the business, financial, human and physical resource, and contract management of the organisation, and for contributing to the strategic development of the organisation's operations and business areas.

## POSITION SUMMARY

The Business Manager is responsible for:

- Maintaining key financial and administrative operations of the organisation, including financial management; HR management; building, office/IT management and management associated with PICA's corporate partnerships, hospitality, events and retail activities;
- Working with the Director/CEO to realise PICA's strategic objectives including the development of earned income;
- Managing staff associated with finance, administration, IT, building and equipment maintenance, hospitality, events and retail activities.
- Ensuring the Director/CEO and Board of Directors are fully informed of PICA's financial position and corporate activities

## KEY RESPONSIBILITIES:

### Financial Management

- Act as PICA's chief financial officer, managing PICA's Bookkeeper/Financial Officer and reporting to PICA's Director/CEO and Treasurer
- Develop, manage and monitor PICA's annual operating budget

- Set individual budgets across each cost centre in consultation with the Director and relevant cost centre managers
- Present well documented annual budget proposals and any subsequent amendments to the Board for approval
- Supervise cost centre managers to ensure sound budget management for optimum delivery of financial targets
- Manage and monitor PICA's administration cost centre
- Analyse and Monitor financial performance, progress and operation of the organisation
- Oversee box office, retail and other earned income reconciliations with the support of PICA's Bookkeeper, Development Manager, Producer and Front of House Manager
- Supervise the preparation and delivery of all financial information for the Board, including quarterly and annual financial reports and forecasts, as prepared by the Bookkeeper/Financial Officer and/or Auditor
- Supervise PICA's banking activities, acting as one of PICA's signatories for payroll and creditor payments, as prepared by the Bookkeeper & Finance Officer
- Manage the generation and submission of budgets and financial reports for funding applications, acquittals and reporting requirements, including auspiced grants
- Ensure the organization follows best practice financial systems and processes
- Supervise the implementation and update of financial policies and procedures to ensure the organization remains compliant with company law and auditor's requirements
- Develop, implement and manage strategies to produce optimum returns associated with viable income generating activities, such as venue hire, merchandising, hospitality and other entrepreneurial initiatives

#### Strategic Direction

- Support the Director/CEO and the Board in the development and implementation of PICA's Strategic Business Plan
- Ensure the goals and aims of the Strategic Business Plan are achieved and reflected in PICA's daily operations
- The Business Manager is responsible, with the Director/CEO, for maintaining the organisational focus on agreed imperatives, core process, priority outcomes and stakeholder needs
- Ensure a coherent strategic agenda – evidence of shared vision, values and agenda across the organisation
- Improve resource management and income generation
- Analyse performance – provide clear, accurate, timely advice and analysis of organisational performance and prospects
- Identify issues and address key strategic and operational issues affecting or likely to affect the company's performance

#### Human Resources

- Ensure the organization cultivates a positive and supportive workplace for all staff and volunteers
- Develop, monitor and implement best practice Human Resource systems and policies, including recruitment, contracting, staff induction, time in lieu, annual leave, professional development, goal setting, appraisal and exit interviews
- Manage the performance of PICA's Bookkeeper/Finance Officer, Development Manager, Production Manager and Front of House Manager

#### Governance

- Act as Company Secretary for the Board of Directors and ensure compliance with Corporations Law, other local and state legal requirements and PICA's Articles of Association and Memorandum of Association
- Keep Board Directors well informed about issues pertaining to their areas of responsibility
- Attend Board Meetings and report on all operational matters

- Contribute to Board Reports and prepare briefing papers for the Board summarizing key issues, problems or opportunities as they arise
- Prepare and distribute Board meeting agendas in consultation with the Chair and Director/CEO and supervise the production of minutes and related correspondence
- Work with the board and relevant sub-committees to finesse strategic plans and policies

#### Corporate & Philanthropic Development and Stakeholder Relationships

- In consultation with the Board, Director/CEO and Development Manager develop policy and strategies to promote income generation through the private sector, including corporate partnerships and private donations
- In collaboration with the Director/CEO maintain and develop strategic relations with government and non-government bodies across a range of areas including grant programs, strategic initiatives, capital works and market development that advance PICA's mission, vision and artistic program
- Supervise the delivery of strategies to manage corporate relations and achieve cash and in-kind sponsorships
- Supervise the delivery of strategies to achieve donations from corporates, philanthropic trusts and foundations and private individuals, including the establishment and management of a PICA Foundation
- Provide strategic advice for the preparation of corporate sponsorship proposals and contracts in consultation with the Director/CEO and the Development Manager
- Provide strategic advice for the preparation, negotiation and delivery of benefits for corporate sponsors and private donors and the delivery of a range of stakeholder hospitality and events and attend such functions to represent PICA
- Supervise and develop PICA's database of stakeholder contacts and ensure that effective Content Management Systems, communication, back up and distribution processes are in place
- Attend meetings to represent PICA to potential public sector, private and corporate supporters
- Represent PICA at public events (eg key industry forums and openings) as required

#### Operations and Legal

- Oversee all contracts for staff, artists, partnerships, venue hire/rental, sponsorship and other services and resources
- Ensure the organisation complies with statutory obligations, including (but not limited to) tax, superannuation, insurance, Occupational Health & Safety, Copyright Law
- Ensure the organisation complies with Australian Securities and Investments Commission (ASIC) requirements
- Maintain and safeguard all relevant records, documents and systems in an effective and proper manner

#### Building Operations and Precinct Development

- Supervise policies and procedures to ensure that the building is maintained in optimum condition at all times with support from PICA's Production Manager
- Supervise policies and procedures to ensure effective security of the building and its facilities and contents and emergency procedures
- In consultation with the Board and Director/CEO negotiate leases and licenses associated with the tenancy of the building and ensure the organisation remains compliant with all associated legal agreements
- Work in collaboration with the Board, Director/CEO and relevant authorities and working groups to develop PICA's premises, the Perth Cultural Centre precinct and other future opportunities to achieve strategic goals

## Administration/IT

- Review and develop effective administrative and office systems, which apply a consistent approach throughout the organisation
- Advise the Director/CEO and Board on the maintenance and development of the IT and communications systems when necessary; lead on establishment of appropriate IT and other communication systems and training
- In consultation with the Board and Director/CEO prepare Capital Works submissions and proposals

## General

- Deputise for the Director/CEO where required.
- Undertake any training as appropriate to the development of the post
- Productively and positively engage with all PICA staff in a coordinated approach to business and operational management
- Undertake general duties as required including office administration and facilitation of weekly staff meetings

## KEY SELECTION CRITERIA

### Essential:

- Proven experience as a business manager or equivalent, preferably in an arts or related organisation
- Proven financial management skills, including the ability to develop and manage complex budgets, payroll and audit preparation
- Proven knowledge and experience of human resource management
- Leadership qualities and demonstrated ability to motivate staff and create a positive and supportive workplace culture
- Proven experience in contract development and management
- Experience in strategic planning and implementation
- Experience in corporate sponsorship, development and fundraising
- Proven experience and ability to master specialist business and information management software applications with high-level proficiency in MYOB, Microsoft Office (Word, excel especially) and Filemaker
- An entrepreneurial approach to growing organisational income from earned sources
- Outstanding written, verbal and interpersonal communication skills
- Outstanding planning and organisational skills
- The ability to think strategically and devise practical solutions to complex issues

### Desirable:

- An affinity with the arts, and in particular contemporary art practices
- Experience in facilities oversight, management and development
- Proven experience with ticketing software, preferably SABO
- Basic experience with Adobe creative suites

## APPLICATIONS

Applications addressing the selection criteria (maximum 2 pages) should be accompanied by a covering letter, curriculum vitae and the names and contact details of three referees and emailed to Tim Carter at [business@pica.org.au](mailto:business@pica.org.au)

Enquiries can be directed to PICA Director Amy Barrett-Lennard [director@pica.org.au](mailto:director@pica.org.au) or Business Manager Tim Carter [business@pica.org.au](mailto:business@pica.org.au)

Applications close 5pm WST, Monday 9 January 2017.

We expect to be able to inform applicants during the week commencing 16 January whether or not they are being taken forward to interview.

1<sup>st</sup> Stage Interviews will take place on Tuesday 31 January 2017, and  
2<sup>nd</sup> Stage Interviews will take place on Wednesday 22 February 2017

Please indicate in your application if you are unable to attend on these dates.