



**MELBOURNE**  
International Arts  
**FESTIVAL**

**ARTISTIC  
DIRECTOR**

Candidate Brief



Taylor Mac: A 24-Decade History of Popular Music. PHOTO | Sarah Walker

## Invitation to apply

### Are you ready to reinvent an internationally acclaimed arts festival?

Melbourne International Arts Festival is one of Australia's leading international arts festivals. It has an outstanding reputation for presenting unique international and Australian events in the fields of dance, theatre, music, visual arts, multimedia, free and outdoor events over 19 days each October.

The Board of the Festival is embarking on a new and enhanced vision for the Festival ensuring that it becomes one of the top international arts festivals in the world.

“The Board of Melbourne International Arts Festival is seeking one or more established leaders from the global artistic community to—in partnership with the Board and Executive Director—define, develop and deliver a new and reimagined Festival for the next four years and beyond. This position will play a vital role in achieving the Board's vision of the Festival being the most significant festival in the southern hemisphere.

The successful candidate(s) will possess a clear vision for Melbourne and the Festival that will establish its position as a global leader and set a new standard for the sector.

Based in Federation Square, the Festival is an equal opportunity employer and as such is committed to fair and equitable treatment for all employees and potential employees. Aboriginal and Torres Strait Islander People are encouraged to apply.

As an employee you can make an important contribution to our culture, the development of our organisation and our ultimate success.

**Position:**  
**Artistic Director**

**Reporting to:**  
**Board**

**Designation:**  
**Full time fixed term contract of four years**



A Quiet Evening of Dance, William Forsythe. PHOTO | Bill Cooper

# Melbourne International Arts Festival

## OUR AIMS

### WHAT

To be the greatest 21st Century arts festival in the southern hemisphere.

### WHY

To celebrate and explore the incredible diversity and depth of Melbourne, and to enrich the lives of the people and communities of Melbourne and the spaces in which they live.

### HOW

By creating and curating a Festival rich with unique, unexpected, unmissable and unforgettable experiences from Australia and around the world.

## OUR OBJECTIVES

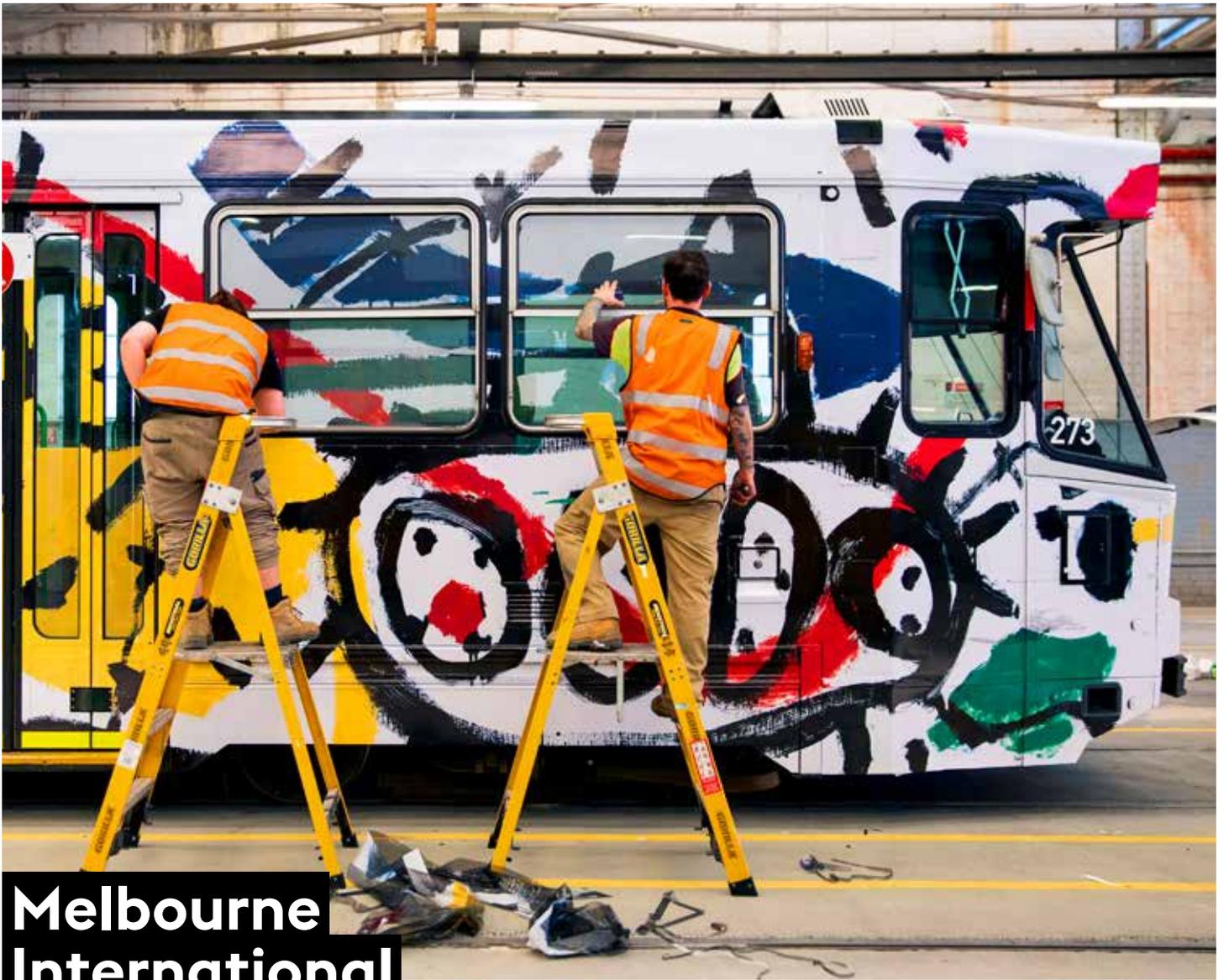
- Building diversity, scale and capacity of audience
- Transforming Melbourne in a distinctly Melburnian way
- Projecting *Brand Melbourne* to the world
- Engaging with and developing capacity within the local arts industry

## OUR AUDIENCES

Melbourne Festival appeals to three main groups of audience from Victoria, Australia and beyond:

- Lovers of the classics and heritage work: major opera, theatre, music and dance
- Explorers of the contemporary: new work, experimental work, the cutting edge of the arts
- Communities and the curious: free work, work in public spaces and community-specific work

These three audience groups encompass Melbourne metro, regional Victorian, interstate 'must see will travel' cultural connoisseurs and international travelers.



Melbourne Art Trams, David Larwill. PHOTO | James HH Morgan

# Melbourne International Arts Festival

## WHAT 2020 ONWARDS CAN LOOK LIKE

**We will continue to deliver a world-beating international Festival.**

World class commissions, premieres, exclusives and major outdoor work must be the majority of the program.

As the visitor economy becomes increasingly important, Melbourne Festival will be headlined by the best of the best, and be worth travelling for—delivering work that is:

- large-scale, high volume, low cost public art
- high quality, contemporary, world-class cutting-edge work
- the best commissions and works in development from artists and companies from Melbourne and around the world

Melbourne Festival delivers well for its audiences and participants, but does not do the job that a Melbourne Cup or a Grand Prix does for the State in terms of driving the visitor economy.

We propose to change this. We want to make a festival for all Victorians: collaborative, high profile, supportive of societal change, reaching out to minority and excluded communities and including them in mainstream culture.

In addition to the economic and reputational outcomes, the Festival will directly improve the lives of all Victorians delivering:

- Increased economic impact
- Increased profile
- Increased visitation—particularly interstate
- Security as Australia’s cultural capital



Lady Eats Apple, Back to Back Theatre. PHOTO | Jeff Busby

# Artistic Director

## Candidate Brief

### SUMMARY OF POSITION

**The Festival is co-led by the Executive Director and the Artistic Director, who each have clearly defined responsibilities and who both report directly to the Board.**

In accordance with the Board's strategy and direction, the Artistic Director is responsible for devising, curating and publicly advocating the creative vision of the Festival and its public image.

The Executive Director is responsible for leading and delivering strategic planning, financial planning and management, and organisational performance.

Both the Artistic Director and the Executive Director share the leadership tasks of selling the vision of the Festival, developing the Festival's mid and long term strategy (with the Board), growing the Festival presence and program, growing Government, corporate and private revenues and broadening community engagement.

The Artistic Director is—subject to approval by the Board—responsible for conceiving, devising and advocating for the overall Festival program in close collaboration with the Executive Director, and curating a program that responds to the key Festival objectives of:

1. Building diversity, scale, and capacity of audience
2. Transforming Melbourne in a distinctly Melburnian way
3. Projecting *Brand Melbourne* to the world
4. Engaging with and developing capacity within the local arts industry

The Artistic Director also has responsibility for developing and sustaining relationships with artists and arts companies in Australia and internationally.

The Executive Director is responsible for the day to day management of the Festival and delivery of the program. The Executive Director ensures coordination with the Artistic Director on program development and planning, oversees all financial management and budgeting, plans and delivers marketing and fundraising activities and cooperates closely with the Artistic Director on the delivery of the Festival program.

Together the Executive Director and the Artistic Director build, sustain and inspire the key stakeholder relationships that assure the Festival's support base.

# Artistic Director

## Candidate Brief

### SPECIFIC RESPONSIBILITIES

#### 1. ARTISTIC DIRECTION

- Ensure the optimum realisation of the Board's strategic objectives and its brief to the Artistic Director through the concept development, individual programming choices and promotion of the overall Festival program;
- Maintain a broad and well-connected international and national network and perspective on performance practice and likely trends;
- Ensure genuine buy-in from, and collaboration with, the local artistic community, providing talent development and export opportunities for Victorian artists;
- Experience of, and a passion for commissioning world-class artists from Melbourne and further afield;
- Be a leader within the artistic community of Melbourne.

#### 2. GOVERNANCE

- Participate in the process of the Board to ensure optimum communication about the development and execution of the Festival program;
- Advise the Board on any matters of artistic trends and artistic performance or operating context as may be required to assist the Board's deliberations, and in particular in relation to its understanding and acceptance of the proposed program;
- Advise the Board on strategic opportunities and choices related to the Festival brand, the annual program, stakeholder relations and the Board's longer term vision and imperatives.

#### 3. STAKEHOLDER & PUBLIC RELATIONS

- Represent, advocate and promote the Festival brand and the annual program, both internally and in the public domain, as the face and the voice of the Melbourne International Arts Festival program;

Alongside the Executive Director:

- Ensure optimum relationships with the Festival's partners and stakeholders, as may be required to best achieve the Board's objectives;
- Ensure optimum public reputation of the Festival with artists, producers, venues, other festivals, arts companies and the media;
- Advocate and represent the Festival to corporate partners, sponsors, donors, Government funding agencies and public officials, to engage, secure, and service high levels of support and growth;
- Understand the importance of maintaining strong and bipartisan political support and credibility;
- Proactively represent the Melbourne Festival as an important industry opinion leader through consistent participation in local, national and international peer conferences, forums and public engagements.

#### 4. PLANNING & STRATEGY

- Create a program that operates within the framework of enterprise priorities and which responds to Festival objectives that, by definition, endure beyond the tenure of any given Artistic Director;
- Ensure that program planning proceeds within the timeline set by the Board and Executive Director and that relevant information pertaining to the development of the program, including preferred venues, scale of events etc is available to management in sufficient time to allow effective budget and planning processes;
- Advise the Board on longer term artistic and creative issues relevant to planning for the future success, sustainability and growth of the Festival;
- Partner with the Executive Director in developing and overseeing implementation of the Board-approved Business Plan;
- Provide timely and astute advice for the Executive Director on artistic and marketing issues and opportunities;
- Support and advise the Executive Director and Department Heads in the development of their strategies, plans, budgets, programs and activities in order to ensure their optimum involvement in and understanding of the overall Festival Program.

#### 5. FINANCIAL RESPONSIBILITIES

- Provide information to the Head of Programming & Production to allow the timely preparation of program budgets and budget modelling, for consideration and approval by the Executive Director and the Board;
- Ensure that program planning, commitments to artists and related undertakings are consistent with approved policies, budget and timeline parameters set by the Board.

#### 6. MONITORING & REPORTING

- Ensure appropriate definition of artistic and program performance expectations and targets, consistent with the objectives of the Board;
- Maintain review processes of the artistic program to ensure effective analysis of past programs and development of future programming.

# Artistic Director

## Candidate Brief

### KEY SELECTION CRITERIA

The selection criteria for the position are:

#### 1. ARTS AND ENTERTAINMENT SECTOR KNOWLEDGE AND EXPERIENCE

- Proven success in international senior creative leadership and creative producer roles;
- In-depth knowledge of the creative side of the arts industry;
- In-depth knowledge of the cultural ecosystem in Melbourne;
- International knowledge and experience.

#### 2. PROGRAMMING

- In depth knowledge and past experience of arts programming and operational requirements, relevant to the demands of a complex, multi-site, major Festival event;
- In depth knowledge and past experience of major public event design and delivery;
- Proven track record of ability to successfully secure and negotiate complex artistic engagements in a highly competitive environment.

#### 3. LEADERSHIP PROFILE

- A well-established professional profile (or the demonstrated potential to develop same), as a leader in the arts, and capable of representing the Festival locally, nationally and internationally.

#### 4. STRATEGIC ACUITY

- Proven ability to develop and implement strategies relevant to the aims and aspirations of the Melbourne Festival, and its stakeholders, to enhance the Festival's reputation and long term success as a major event.

#### 5. STAKEHOLDER RELATIONS

- Proven ability to foster and manage creative partnerships that can enhance the Festival's profile, positioning, program, brand and scale;
- Proven track record of exceptional ability in developing, strengthening and managing a broad range of stakeholders across governments, public and private sectors, including senior Government and corporate partners and sponsors, and with artists, arts companies, festivals and venue managements;
- Proven ability to inspire and enthuse staff about the artistic program of the day.

#### 6. MARKETING

- A keen understanding of the market for, and the marketing of, arts events;
- An interest and ability in using Festival data to research and inform programming choices;
- An intrinsic ability to communicate with a broad demographic to advocate the Festival's program;
- A proven ease in representing major event programming in the public domain, generating broad community interest, engagement and participation.

#### 7. FUNDRAISING

- Ability to represent the Festival at a high level to corporate partners and donors when required and to support Development staff in creating fundraising campaigns;
- Sound knowledge across the fundraising spectrum, including a proven record of successful interaction with corporate sponsors, private donors, trusts and foundations.

#### 8. FINANCIAL APTITUDE

- Proven strengths in planning, modelling and managing artistic programs relevant to the Festival's scale, and its mix of performances, exhibitions, forums, free events and associated activities;
- Proven aptitude in driving box office targets and commercialising opportunities within the program.

#### 9. PEOPLE MANAGEMENT AND CULTURE

- Demonstrated strengths in inspiring, motivating and leading staff from creative and program perspectives, with emphasis on cohesion and collaboration;
- A record of collaborative and inspired leadership of people and organisation development.

# Artistic Director

## Candidate Brief

### PERSONAL ATTRIBUTES

Required for success in this role:

#### 1. ARTISTIC LEADERSHIP & STRATEGIC ACUITY

- A widely recognised ability and credibility for creative leadership, artistic vision, and programming capability, across a broad spectrum of performance practice and presentation;
- Understanding of the corporate context, has affinity with the Board's goals, and is comfortable in representing the organisation in all environments;
- Capable of inspiring and nurturing staff and stakeholders, readily translating vision and broad directions into strategy, understanding and practice;
- The ambition to create something brilliant and new.

#### 2. COLLABORATIVE & ENABLING APPROACH

- A naturally collaborative and cooperative industry leader;
- Committed to developing staff potential, engenders confidence and commitment from others, ensures a positive, creative, stimulating and performance oriented organisational climate;
- Adept at identifying and developing artistic talent, and an interest in providing a platform for Victorian artists on a world stage.

#### 3. PERSONABLE & ASTUTE

- Understands stakeholders' needs and expectations, readily establishes rapport and engagement, sustains excellent relationships across a wide social milieu, and is comfortable and confident in high profile public roles;
- Politically astute and media savvy, with outstanding communication skills;
- High ethical standards.

#### 4. PROBLEM SOLVING APTITUDE

- Comfortable with complexity and uncertainty, quick to understand issues, readily adjusts and adapts to achieve optimum outcomes, capable of innovation and flexibility, facilitates calm, unbiased issue resolution;
- Sensitive to and fluent in anticipating and responding to stakeholder needs.

#### 5. ACTION ORIENTATION

- Readily and rapidly executes on strategic and tactical decisions;
- Creates a high tempo organisation;
- Instils energy and commitment in partners and stakeholders.

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### APPLICATION DETAILS

If you would like more information on the role, please contact:

Neil Waters, Egon Zehnder  
neil.waters@egonzehnder.com

To apply please provide your resume and a covering letter addressing the selection criteria to:

mel.search@egonzehnder.com

Applications close: Friday 18 January 2019 at 5PM AEDT



Melbourne International Arts Festival acknowledges  
the Traditional Custodians of the lands on which we  
live, learn and work.

We pay our respects to the Kulin Elders and all  
Aboriginal and Torres Strait Islander Peoples.

[festival.melbourne](https://festival.melbourne)

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CREATIVE VICTORIA