

POSITION DESCRIPTION

Position	General Manager
Reports to	CEO and Artistic Director
Leadership	Senior Leadership Team member
Employment	Full-time (1.0 FTE), three-year contract
Location	Corporation Building, Hay Street, Haymarket, Sydney
Hours	38 hours per week or 7.6 hours per day, with an open spread of hours across 7 day week, with at least 2 days off per week.
Working hours	4A office hours are from 9:30am to 5:00pm. 4A galleries open to public from Wednesdays to Sundays, 11:00am to 5:00pm. - On non-exhibition periods, working days become Mondays to Fridays
Salary Range	\$85,528 - \$95,000 (+12% superannuation)

ABOUT 4A CENTRE FOR CONTEMPORARY ASIAN ART

4A Centre for Contemporary Asian Art is an independent not-for-profit organisation that advances Australia's cultural engagement with Asia and the global Asian diaspora through contemporary art and creative expression. Founded in 1996 and based in Sydney's Chinatown, 4A commissions and presents ambitious exhibitions, public programs, artist development initiatives and partnerships across local, national, international and digital contexts. Our work elevates Asian Australian voices, connects communities and artists across borders, and creates space for experimentation, cultural exchange and new ideas.

Following significant capital works, 4A now operates from a renewed, more accessible and flexible home in the historic Corporation Building in Haymarket. The upgraded venue brings together the main gallery and 4A LAB, supported by refreshed front-of-house, gathering, retail, production and back-of-house facilities. It is a public cultural destination, a platform for artists and communities, and an important organisational asset that must be managed with care, commercial discipline and a strong commitment to access, safety and visitor experience.

4A is entering its next chapter guided by three strategic priorities: Community, Diaspora & Exchange; Artistic Innovation & Creative Impact; and Sustainability & Resilience. We will deepen reciprocal relationships with communities and diasporic networks, champion ambitious, experimental and accessible creative experiences, expand pathways for audiences and emerging practitioners, and strengthen the governance, people, partnerships, systems and financial capacity needed for 4A to thrive into the future.

ABOUT THE ROLE

The General Manager is the senior operational leader of 4A and a key member of the Senior Leadership Team. Reporting to the CEO and Artistic Director, the General Manager translates 4A's strategy and artistic ambition into robust plans, budgets, systems and accountabilities. The role provides organisation-wide oversight of people, finance, governance, risk, venue operations and business systems so that 4A can deliver an ambitious program from a stable and sustainable base.

Working in close partnership with the CEO and Artistic Director, the General Manager will lead day-to-day organisational management, coordinate the team and maintain a clear view of workload, resources and priorities. They will provide the CEO, Board and senior team with timely financial

analysis, scenario modelling and operational advice, and will identify practical opportunities to diversify revenue, improve efficiency and make fuller use of the upgraded venue.

Financial and governance expertise, collaborative people leadership and sound judgement are essential, alongside a strong commitment to 4A's mission.

Key priorities in the first 12 months

- Complete a structured leadership handover and consolidate the core operational, financial and governance systems needed for continuity.
- Develop an integrated annual operating plan and a rolling three-year financial model, including realistic scenarios for funding, staffing, program delivery, venue income and cost pressures.
- Establish a clear operating model for the upgraded building, covering access, visitor experience, venue use, maintenance, security, technology, sustainability and business continuity.
- Strengthen cross-team planning, performance management, internal communication and workload visibility across 4A.
- Improve the quality and timeliness of reporting to the CEO, Board, funders and partners, with clear measures of financial health, risk, delivery and impact.

ROLE RESPONSIBILITIES

Executive leadership and organisational planning

- Partner with the CEO and Artistic Director to implement 4A's strategic plan and convert priorities into annual business plans, budgets, timelines, responsibilities and measurable outcomes.
- Provide trusted operational advice to the CEO and Artistic Director and act as their delegate on agreed organisational matters.
- Lead integrated planning across artistic, public program, development, communications, digital, venue and administrative functions, ensuring that commitments are properly scoped and resourced.
- Maintain an organisation-wide view of priorities, capacity, dependencies and risk, and intervene early when delivery, budget or compliance is at risk.
- Contribute to a culture of accountability, collaboration, curiosity, care and continuous improvement.

Financial stewardship and modelling

- Lead the preparation and management of annual organisational and project budgets, rolling cash flow forecasts and regular reforecasts in consultation with the CEO and Artistic Director and Board Treasurer.
- Develop and maintain a multi-year financial model that tests scenarios for government funding, philanthropy, sponsorship, earned income, program scale, staffing, inflation and other cost pressures.
- Prepare accurate and timely management reporting, including profit and loss, balance sheet, cash flow, project performance and variance analysis, with concise recommendations for action.
- Oversee accounts payable and receivable, payroll, banking, financial records, delegations, procurement and internal controls, working closely with external accountants and other advisers.
- Coordinate the annual audit, statutory financial reporting and finance-related acquittals and ensure that recommendations are implemented.
- Model the full cost, margin, cash flow and risk of new projects, partnerships, venue uses and revenue opportunities before commitments are made.
- Work with the CEO and Artistic Director to strengthen financial sustainability and diversify income across government, philanthropy, partnerships, commercial activity, venue use and other appropriate sources.

People and culture

- Oversee the day-to-day coordination of the 4A team and directly manage designated staff across operations, administration, finance, venue and front-of-house functions.
- Establish clear responsibilities, work plans, meeting rhythms and performance expectations, and support managers to plan workloads and make effective use of limited resources.
- Lead workforce planning, recruitment, onboarding, performance development and professional learning in partnership with the CEO and Artistic Director.
- Maintain fit-for-purpose employment policies, records and processes, seeking specialist advice when required.
- Foster an inclusive, respectful and culturally safe workplace that values collaboration, independence, creativity and curiosity.
- Ensure that contractors, casual staff, interns and volunteers are appropriately engaged, inducted, supported and supervised.

Venue operations and organisational systems

- Lead the safe, accessible and efficient operation of 4A's upgraded Haymarket venue, including the gallery, 4A LAB, front-of-house, public areas, workspaces, storage and production facilities.
- Develop and maintain the venue operating plan, asset register, preventative maintenance schedule, emergency procedures, contractor arrangements and lifecycle budget for building systems and equipment.
- Oversee access, security, cleaning, utilities, waste, insurance, incident management and business continuity, and maintain productive relationships with landlords, neighbours, service providers and precinct stakeholders.
- Ensure venue hires, events, installations and public programs are properly planned, contracted, risk-assessed, staffed and delivered, with clear pricing and cost recovery where appropriate.
- Improve organisation-wide systems for records, contracts, procurement, project management, data, customer relationship management and digital security.
- Embed practical sustainability measures across venue, office and program operations and monitor their effectiveness.

Governance risk and compliance

- Support the CEO and Artistic Director and Board to meet their governance responsibilities through clear, timely and decision-ready papers, dashboards and advice.
- Coordinate Board and committee schedules, agendas, papers, minutes, action tracking and key organisational records.
- Maintain the organisational risk register, policy register, delegations, compliance calendar and insurance program, and ensure that incidents and emerging risks are escalated promptly.
- Oversee contracts, leases, licences, permits and legal obligations and obtain specialist advice where required.
- Ensure appropriate compliance across workplace health and safety, employment, privacy, fundraising, charity, corporate and other relevant obligations.
- Act as Company Secretary or Public Officer if appointed by the Board or coordinate these functions with the relevant officeholder.

Funding partnerships and revenue

- Work with the CEO and Artistic Director to develop achievable income targets and a coordinated annual calendar for government funding, philanthropy, sponsorship, partnerships, campaigns and earned revenue.
- Oversee the operational and financial components of applications, proposals, funding agreements, partnership contracts, reporting and acquittals.
- Assess the feasibility, resource requirements, risk and return of new income opportunities, including venue hire, retail, events, services and collaborative projects.
- Maintain strong professional relationships with government agencies, foundations, donors, sponsors, cultural organisations, education partners and suppliers.
- Represent 4A at meetings and sector forums as required and communicate the organisation's mission, impact and operational needs with clarity.

Program enablement and evaluation

- Work with artistic and producing staff to establish realistic budgets, schedules, contracts, production plans and operational requirements for exhibitions, commissions, tours, public programs and partnerships.
- Ensure that artistic delivery is supported by appropriate procurement, insurance, access planning, workplace health and safety, licences, logistics and documentation.
- Monitor delivery against budget, schedule, contractual commitments and intended outcomes, and support timely corrective action when needed.
- Strengthen organisational evaluation, data collection and reporting so that 4A can demonstrate public value, learn from its work and make evidence-informed decisions.

CANDIDATE PROFILE

The successful candidate will be an experienced operational leader who combines financial discipline with a genuine commitment to artists, audiences and cultural organisations. They will be comfortable operating in a small, ambitious organisation where senior leaders must be strategic, collaborative and willing to work directly on implementation.

They will bring sound judgement, discretion and calm under pressure. They will communicate clearly, build confidence across a team and Board, and create systems that make good work easier rather than more bureaucratic. They will understand that artistic ambition and organisational sustainability are interdependent and will be able to hold both in view when advising on priorities and trade-offs.

Essential selection criteria

- **Senior management experience** Substantial experience leading operations in an arts, cultural, not-for-profit, public purpose or comparably complex project-based organisation.
- **Financial leadership** Demonstrated expertise in budgeting, cash flow management, forecasting, management reporting and multi-year scenario modelling, with the ability to turn financial information into clear decisions.
- **People leadership** A strong record of leading and developing teams, managing performance and workload, building trust and creating an inclusive and accountable workplace culture.
- **Venue and operational management** Experience managing a public-facing venue, facilities or complex operations, including access, workplace health and safety, security, contractors, maintenance, events and business continuity.
- **Governance and risk** Experience supporting a Board or executive governance structure and managing risk, policies, contracts, audit, insurance and organisational compliance.
- **Revenue and stakeholder management** Experience working with government funders, partners, donors, sponsors or clients, including funding agreements, acquittals, commercial negotiations and the development of sustainable income.
- **Planning and systems** Excellent project and organisational management skills, with the capacity to introduce practical systems, coordinate competing priorities and deliver reliably in a resource-conscious environment.
- **Communication and judgement** Highly developed written, verbal and interpersonal communication skills, with discretion, sound judgement and the confidence to provide clear advice and escalate issues appropriately.
- **Commitment to 4A values** A demonstrated commitment to contemporary culture, equity and access, and to the role of 4A in advancing Asian Australian and diasporic artistic practice and cultural exchange.

Desirable experience

- Knowledge of contemporary visual art and the Australian cultural sector, including Asian Australian and international contexts.
- Experience in company secretarial, charity governance or public officer functions.

- Experience developing earned income from venue, retail, events, services or creative partnerships.
- Experience overseeing digital business systems, customer relationship management, data governance or organisational technology change.

Additional requirements

- Availability to attend occasional evening and weekend programs, events and Board activities, with reasonable notice.
- A current right to work in Australia and are currently based in Australia, as well as the capacity to meet any role-related screening requirements.
- A commitment to maintaining confidentiality and acting in accordance with 4A's policies, values and code of conduct.

WORKING RELATIONSHIPS

RELATIONSHIP	KEY CONTACTS
Reports to	CEO and Artistic Director
Direct reports	Designated staff across finance, operations, marketing, administration, venue and front-of-house functions
Internal	Senior Leadership Team; Board and committees; artistic, curatorial, producing, communications and development staff; casuals, interns and volunteers
External	Accountants, auditors, legal and HR advisers; government funders; foundations, donors and sponsors; artists and cultural partners; landlords, contractors, suppliers and precinct stakeholders

HOW TO APPLY

Applications close Monday 02 November 2026, 5pm (AEDT). Late applications will not be accepted.

Interviews will take place in the week beginning 09 November 2026, with expectations of commencement on 01 December 2026. To enquire about the role, please email 4A's CEO and Artistic Director, Thea Baumann, at thea.baumann@4a.com.au.

Your application should be a single PDF file sent to thea.baumann@4a.com.au, that includes:

- Cover letter no more than two (2) pages, outlining your interest in and suitability for the role
- Current CV no more than three (3) pages, including two (2) referees and their contact details
- Response to the selection criteria, up to two (2) pages in length
- Links or PDF of previous writing/content/samples - not more than three (3) pages long.

4A is committed to a diverse, inclusive and accessible workplace. We welcome applications from people with different cultural backgrounds, lived experiences, abilities, gender identities, career pathways, from First Nations people and Asian diaspora.

Alternative format submissions and adjustments

We welcome alternative format submissions, including video and audio format. Applicants with disability or access requirements are welcome to request adjustments to support their participation in the recruitment process.