

ATHLETICS NSW

CHIEF EXECUTIVE OFFICER

CANDIDATE BRIEF



A MESSAGE FROM THE CHAIR

Over the past 12 to 18 months there has been much positive change in our sport.

The reform of our sport is continual but always based on the premise of not losing the traditions that have developed over the past 140 years. The Board and staff of Athletics NSW have three areas of focus:

- **OneSport** – providing for the betterment of everyone in Athletics, whether it be Athletics NSW, Little Athletics NSW or Athletics Masters;
- **Participation** – growing the ‘whole’ of Athletics whatever the discipline;
- **Member servicing** – ensuring best practice to the entire Athletics family.

Our sport is very diverse. We are actually made up of several smaller sports. On Track we have sprinters, middle distance, long-distance runners and Walkers. In the Field we have jumpers and throwers. Away from a stadium we have Cross Country runners, road runners and of course, recreational runners. When we say we want to increase participation we need to think of the totality of what “Athletics” means.

It is an exciting time to be involved in the sport of Athletics. We have made some new and brave initiatives over the past 12-18 months. In addition to this change and improvement culture we are developing a landmark recreational running event for the western suburbs of Sydney and an equally innovative event for the eastern suburbs. There are exciting times ahead and we need a CEO of the highest calibre to deliver our Board’s strategy.



Peter Higgins



ATHLETICS NSW

Athletics NSW is the governing body of Athletics in New South Wales and is responsible for the overall management, promotion and growth of Athletics throughout the State.

With over 100 affiliated clubs throughout NSW which cater for individuals of all ages, abilities and interests, and 20,000 registered members, athletics is hugely important for sport in NSW in fostering a healthy community. Athletics in New South Wales has a vision to be a strong, vibrant, and growing sport.

Our purpose is to foster the appreciation, enjoyment and development of Athletics in NSW by:

- Providing leadership and direction to clubs, athletes, coaches and officials;
- Supporting all athletes to reach their potential. This ranges from grassroots through to elite athletes (who are competing internationally and representing Australia);
- Growing participation in a sustainable way, through the delivery of well-run competitions



POSITION OVERVIEW

The CEO will be focussed on transforming and growing the organisation in order to meet the needs of its constantly evolving industry. These critical next steps will require both strategic vision and operational management of the organisation, leading staff and stakeholders.

- The CEO reports to a volunteer Board of Directors. The ability to work effectively with a volunteer Board of Directors will be a key requirement for the role.
- Similarly, the CEO will need to be adept at building and maintaining relationships with, and meeting the needs of, a diverse stakeholder group including members, government at all three levels, health peak bodies, NGO's, sporting bodies, regulators, educators, academia, research institutes, business and aligned associations.
- The CEO will have strong proven experience in facilitating organisational change and will need to keep a commercial focus whilst operating in a not for profit or membership association context. Creating a relevant brand/value proposition to the industry is central to the CEO role.
- To be considered for this role you will need to be a dynamic and inspiring leader, with a successful track record in business growth, transformation, and management of similar organisations.
- Your commercial acumen should be led by your skill in analysing and then capitalising on opportunities, and finding innovative solutions to achieve the strategic objectives.
- An ability to integrate technology with the business model is also critical to the role.
- An understanding and experience of the sport of athletics will be an advantage but not a necessity; however, you must be committed to leading, supporting, and growing an innovative industry that embraces knowledge sharing, professionalism and high standards of customer care and service.



ROLE RESPONSIBILITIES

Strategic Vision & Leadership

- Establish organisational culture and embody the values of the organisation;
- Collaborate with the Board to refine and implement the strategic plan while ensuring that the budget, staff, and priorities are aligned with the core purpose;
- Provide inspirational leadership and direction to the team, and ensure the continued transformation and management of a professional and efficient organisation;
- In partnership with the Board, help build a diverse and inclusive governing body, representative of the sport of athletics that is highly engaged and willing to leverage their expertise and experience to achieve organisational goals.

Communications, Relationship Building & Public Relations

- Deepen and refine all aspects of communications, from online presence to external relations with the goal of maintaining a high profile brand and value proposition;
- Develop and maintain effective relationships with key agencies, members, and important stakeholders;
- Use external presence and relationships to garner new opportunities;
- Act as the figurehead and public advocate for the industry.

Development, Planning and New Business

- Lead the development of the strategic and business plans, utilising market intelligence and trends;
- Grow revenue streams through building comprehensive marketing, branding and development strategies and campaigns that are propagated from ongoing analysis of industry and market trends;
- Build partnerships in new markets, establishing relationships with relevant funders in order to expand the reach and influence of the organisation and drive revenue growth.

Strengthening Infrastructure and Operations

- Ensure the delivery of high quality services while managing for future growth and sustainability;
- Support, coach and motivate the team to empower and enable them to achieve organisational goals and reach their potential;
- Create and facilitate an effective succession planning process for senior roles;
- Oversee the financial status of the organisation including developing long and short range financial plans, monitoring the budget and ensuring sound financial controls are in place;



SELECTION CRITERIA

In addition to demonstrating relevant experiences across the core functional areas of responsibility identified in this Position Overview, candidates applying for the Chief Executive Officer role will require a range of personal and professional skills, including:

QUALIFICATIONS

- Tertiary qualifications in a relevant discipline (desirable);
- Post graduate qualifications in management or business (desirable);
- Current driver's licence.

SKILLS AND EXPERIENCES

- Minimum of 10 years senior management experience, preferably in similar organisations;
- A successful track-record in business transformation;
- Strong and analytical financial acumen, with an understanding of the not for profit operating context;
- Strong marketing, public relations, and revenue raising experience with the ability to drive rapid sustainable growth as well as engaging a wide range of stakeholders;
- Politically astute leader with the ability to set clear priorities, delegate, and guide investment in people and systems;

- Demonstrates a commitment to the sport of athletics;
- Keen analytic, organisational and problem solving skills, which support and enable sound decision making.
- Excellent coalition building skills with an ability to communicate and work effectively with a variety of internal and external stakeholders;
- Persuasive negotiation skills with the ability to achieve consensus amongst differing opinions;
- Outstanding presentation and communication skills with the experience and proclivity to be a respected spokesperson and relationship builder;
- Strong commitment to the professional development of staff; successful track record of recruiting and retaining a diverse and high performing team;
- Ability to develop and operationalise strategies that can take the organisation to the next stage of growth;
- Excellence in organisational management with the ability to coach staff, manage and develop high-performance teams, set and achieve strategic objectives, and manage a budget;
- Ability to work effectively with a Board of Directors and to cultivate existing board member relationships;
- Action-oriented, adaptable and innovative approach to business planning and execution.

PERSONAL AND BEHAVIOURAL ATTRIBUTES

- Able to lead teams through a transformative environment;
- Proven ability to institute change swiftly and effectively;
- A keen sense of the member as the primary customer, and commitment to providing meaningful, targeted, and relevant services;
- Ability to think strategically, analyse problems and issues, respond creatively and translate/implement strategy into results;
- Possess the intellect, cultural competency and flexibility to work effectively in a collaborative, values-driven and energetic team;
- Positively influence, negotiate and resolve conflicts inherent in a high-growth environment;
- Highly goal-oriented with a strong focus on delivery; structured, organised, and focused;
- Numerate, with attention to detail;
- Energetic (mentally and physically), enthusiastic and driven;
- High level of personal and professional integrity.

ABOUT SRI

SRI is a boutique global executive search and consulting firm focused on media, content, technology and sport.

We work as one partner-led team with staff based in key global markets across eleven offices on four continents. We offer dedicated and specific sector, function and region expertise. Our services include executive search, board assessment, succession planning, salary benchmarking, advising clients on their internal and external hiring strategy, new market entry and multi-vacancy projects.

We're proud to be the exclusive partner of Athletics NSW on this important search.

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