

Candidates' Pack: Director and CEO

Liquid Architecture

October 2025

We acknowledge the Wurundjeri Woi Wurrung as the Traditional Owners and sovereign custodians of the Country on which we practice. We extend our respects to their Elders past and present, and to all First Peoples.

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ABOUT

Grounded locally with global reach, Liquid Architecture exists to explore sonic relationships and practices on the radical edges of sound and listening. We use sound and listening to bring ideas, voices and practices into focus, dissolving the edges of creativity and performance to make space for new approaches and changing narratives.

Since its founding in 2002, in Naarm/ Birrarung-ga (Melbourne), Liquid Architecture has been central to a community of artists, musicians, writers and thinkers who believe in making and supporting vital works that stretch our understanding of the world around us by forming new perspectives. Sound and listening are our tools for doing this. Together, sound and listening form a continuum of sensation, experience, discourse and reflection. They prompt questions to which there are infinite answers. They create space for diverse viewpoints, exchanges and dialogues. They can be social, political, personal, analytical, and playful. They evoke ecstasy, trepidation, celebration and contemplation. Liquid Architecture believes in pursuing exploration and evolution. We are a platform for ambitious works that expand the boundaries of creative practices and weave communities together.

During the first year of multi-year funding from Creative Australia 2025-2028, LA has focussed on First Peoples artists and our neighbours on our doorstep, especially those in South Asia, Asia-Pacific and Asian diaspora, to share their practices, stories and voices, many of whom haven't yet been deeply connected to our ecosystem. We have renewed our commitment to supporting First Peoples artists in their creative futures through sonic practice with commissions and staff appointments. We welcome you to join us, to imagine new futures, share experiences and craft fresh narratives that challenge existing interpretations of sound and listening.

Liquid Architecture is a nimble, innovative and protean arts organisation that exemplifies the ways in which new forms of art and intelligence are issuing from creative contexts across disciplines and cultural platforms in the early twenty-first century.

—Max Delany, Curator and Artistic Director

HISTORY

Born in the complex artistic climate of the late 1990s, Liquid Architecture is a millennial child of Australia's vibrant experimental sound culture. The organisation was founded by School of Art students and staff at RMIT University in 1999, initially as a showcase for their own work and that of peers.

For over twenty years, Liquid Architecture has been led, developed and defined by great creative and cultural leaders. From Founding Director, Nat Bates to Joel Stern, Danni Zuvela, Georgia Hutchison, Luccrecia Quintanilla and most recently, Kristi Monfries.

In 2020, Liquid Architecture became a founding tenant at Collingwood Yards and our program has developed alongside a network of artists, curators, and producers supported by growing operational investment at state and local levels, and a strength of partnerships across private, philanthropic, and public sectors.

Expanding and evolving to meet our horizons, the cultural institution we know today as Liquid Architecture is fuelled by the ideas and energies of our team, multiplied by the expertise of our board and advisors.

Today, with a core team of five and network of artists, curators and producers in Naarm and around the world, Liquid Architecture's artistic program includes live performances and concerts, forums for conversation and dialogue, First Peoples commissions, the online journal Disclaimer and prolific collaborations, experiments, and partnership projects. Together, we continually and attentively tune this instrument: a platform for artists, grounded in experimental practice; sustained and energised through discourse and research; and realised in collaboration with community.



FUTURE

Working with the 2026-2028 strategic plan as a platform, the new Director and CEO will be empowered to bring to Liquid Architecture their own strong artistic and organisational vision for the organisation as it moves into its next era. We are expecting fruitful new collaborations, new artist-led works and a refinement of LA's position in an Asia Pacific artistic context that is responsive to First Nations perspectives.

The Board and team are looking for an energised, creative and compelling leader who is collaborative and thoughtful in approach and design.

Alongside our local community, we welcome applicants from interstate and internationally. We will ideally have the Director in place by the end of January 2026 to lead the organisation into the new year and strategic chapter.

We are open to a range of possibilities for the structure of the role and welcome expressions of interest that respond to the brief as individual, collaborative entities, co-directorship or other models of leadership that might be suitable for the organisation and for this time in the sector.

We thank and acknowledge all past and present leadership for your expertise and vision. We are open, excited and ready to take Liquid Architecture into its new chapter.

We invite you to join us.

Danny Butt (Chair) and Rebeca Sacchero (Deputy Chair)
on behalf of the LA Board and team.

STRATEGY

GOALS

- Enable progression through active experimentation and failure
- Amplify global majority voices
- Sustainably support First Peoples practitioners and audiences
- Contribute to local communities, especially inter-generations, through sound and listening
- Play our valuable role in international sound and listening communities

GUIDING PRINCIPLES

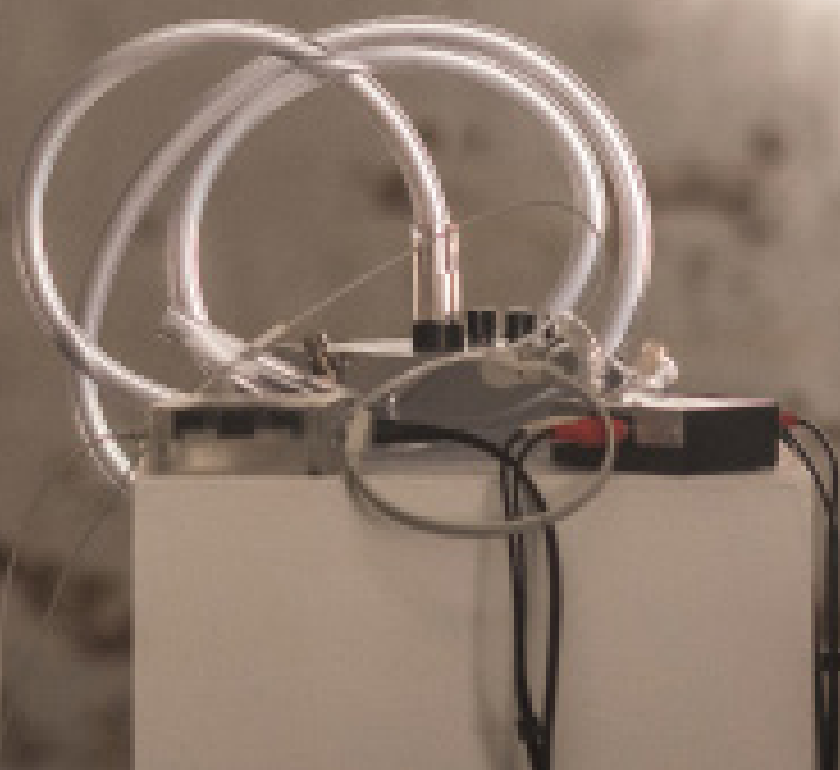
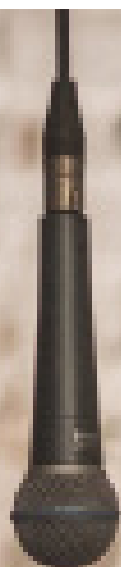
- ARTIST-FIRST - To support artists, their practice and their vision first and foremost
- COLLABORATION - To work together with established and emerging practitioners, in a way that shares ideas and expertise
- GRIT - To support and amplify brave and vital artists and works that would not otherwise be realised, or made in Australia
- CONNECTION - To artists, musicians and practitioners, with whom we form genuine, respectful and enduring relationships.
- EXPLORATION - To enable artists and practitioners to experiment and explore freely, and to progress their own practice.

The full Strategic Plan 2026-2028 is available in a separate document. While the plan has been endorsed by our major funders, LA is also wishing the incoming Director to further refine this plan and prepare a future strategy within their first two years of employment.

PEOPLE

We work with artists, producers, curators, cultural workers locally, nationally and internationally. Information about the Board and current staff can be found at liquidarchitecture.org.au/info





POSITION DESCRIPTION

DIRECTOR AND CEO, LIQUID ARCHITECTURE SOUND INC

INTRODUCTION TO THE ROLE

- The Director and CEO assumes responsibility for the comprehensive management of LA, including conceiving, developing, and implementing the organisation's strategic plan and the artistic vision and focus of LA, and the management of staff to support LA's programs.
- The Director and CEO represents 1 full time position (37.5 hours per week - including evening and weekend activity) and reports to the Liquid Architecture Board.
- The LA office is based in Melbourne (Naarm). While the Director and CEO role involves interstate travel and occasional overseas travel for partnership development, artist research, professional development, networking, and program delivery, it is an expectation that the Director and CEO will regularly work from the LA office.
- Commencing Remuneration: \$90 000 + superannuation. Salary is reviewed annually, and there is an opportunity discuss salary increases after probation and once additional funding has been confirmed.
- The Director and CEO works with the Chair/s of the LA Board to develop an annual workplan for their role, outlining all expectations of the role and specific goals for the year. A formal performance review is conducted annually with the Chair of the Board (or representative) and at least one member of the board's Governance Committee.

KEY INTERFACES

- Chairperson and Board of Directors
- Contract Curators and Producers
- Artists and cultural workers
- Funding bodies
- Donors and Sponsors
- Network of programming partners
- Curatorial panels and community advisory and interest groups

PRIMARY ACCOUNTABILITIES

In conjunction with the Board, the Director and CEO is accountable for developing LA's Strategic Plan including its vision, purpose, values and goals, along with strategic objectives, strategies and evaluation measures. The Director is accountable for developing and implementing Annual Business Plans (consistent with LA's Strategic Plan), and monitoring and evaluating LA's activities to ensure goals are achieved.

OBJECTIVES OF THE ROLE

1. Be the 'voice' of, and public spokesperson for Liquid Architecture locally, nationally and internationally
2. Lead the organisation in the achievement of its vision, purpose and goals, particularly through the design and delivery of artistic programs that realise LA's role as a leading national organisation for artists working with sound (based in Melbourne with a national and international reach)
3. Actively support a governance framework encompassing funding, financial and operational planning, budgeting, human resources and risk management, occupational health and safety, reporting and compliance.
4. Lead the LA team with clarity and connection to ensure an organisational model that supports the delivery of the artistic program.
5. Maintain and develop key stakeholder relationships,

collaborations and partnerships both artistic and organisational.

SPECIFIC DUTIES

Programming and Program Management

- Lead the collaborative development of LA's artistic program and initiate, monitor and report on the implementation of the program
- Prepare the budgets for the artistic program and key projects (including staffing and budget details) for ratification by the LA Board
- Prepare project plans and schedules for LA's artistic program and key projects
- Liaise with, advise and support artists, coordinators and others involved in LA's artistic programs
- Represent LA at performances and activities, as well as relevant industry events.

Organisational Management and Leadership

- Actively develop and support a healthy organisational culture, in collaboration with staff and Board
- Lead recruitment and management of all artistic and operational personnel,
- Ensuring LA's activities are compliant with relevant laws and regulations, as well as LA's approved policies and procedures, and working to develop LA policies in reference to the broader environment
- Lead a safe working environment that supports staff development and employee initiatives
- Implementing and supporting accessibility and inclusivity policies and initiatives
- Coordinate organisation-wide planning and evaluation including personnel engagement, policy development and operational delivery
- Analyse and respond to relevant government and sector policy
- Ensure adherence to and active development of company policies and procedures

Fundraising, Sponsorship and Income Generation

- Develop and implement programming models which support LA's financial objectives, including the generation of earned income
- Ensure positive and productive relationships with funders, donors and sponsors
- Direct and provide input into funding applications for government and philanthropic support for artistic programs
- Lead, write and provide input to reports and acquittals related to fundraising and grants
- Progress LA's fundraising and sponsor development goals in collaboration with the Board
- Design, implement and monitor strategies for the generation and diversification of LA's revenue streams.

Marketing, Communications and Public Relations

- Develop and implement LA's corporate image, marketing, communications and public relations strategies and content, and ensure all deadlines are met and media response occurs in a timely manner
- Represent LA and its program in the community and to media, other arts organisations and major stakeholders
- Develop strategies to increase and diversify engagement with LA's programmes locally, nationally and internationally
- Support the development and delivery of LA's online presence (including social media, website and electronic direct messages).

Relationship Management

- Maintain existing and develop new relationships with funding bodies, venue partners and stakeholders to advance LA's strategic objectives
- Manage relationships with local, national and international stakeholders, funding and venue partners, including attending meetings when required
- Maintain positive working relationships with all artists and production personnel working as part of LA's artistic program.

Board Reporting

- Present written reports and presentations on the artistic program and operational management, identifying key issues, successes and challenges, to the LA Board.
- Develop strong working relationships with the Board of Directors and its associated sub-committees.
- Attend all board meetings throughout the calendar year (which will be held in Melbourne, Victoria and via Zoom)

KEY COMPETENCIES AND CAPABILITIES REQUIRED OF THE DIRECTOR AND CEO

Committed to the development of:

- A safe, inclusive and forward-thinking workplace
- A diversity of cultural practices by artists working with, for, and about, sound

Artistic Qualities

- Is at the forefront of current thinking and developments in the experimental arts sector
- Has a confident and individual approach to artistic programming and management
- Has a knowledge of varied artistic disciplines, media, and critical discourse
- Has strong networks across artistic disciplines, creative and cultural sectors, community, and the media

Management Competencies

- Is effective at planning, prioritising, time-management and organising
- Is experienced in budgeting and organising both short and long-term projects
- Proven ability to attract resources to support projects

Leadership and People Qualities

- Has strategic thinking skills
- Promotes organisational values
- Communicates effectively
- Collaborates effectively
- Has strong influencing and negotiation skills
- Motivates, inspires, encourages, empowers, and develops others
- Can 'lead' and 'participate' in group situations
- Values relationships and works well in small team environments
- Develops formal and informal networks
- Can work with government and other funding bodies to communicate a vision and accommodate their requirements within a successful artistic program
- to communicate a vision and accommodate their requirements within a successful artistic program

SKILLS & EXPERIENCE REQUIRED / SELECTION CRITERIA

- Extensive creative and/or cultural leadership experience delivering contemporary and/or experimental programming
- High level leadership, relationship, communication, and partnership management skills.
- Business and operational management experience in the creative and cultural sectors
- Commitment to and participation in experimental artistic practice, particularly with a sound component
- Understanding of community engagement and artistic development processes in the arts sector
- Experience in audience development and engagement

EXPRESSION OF INTEREST (EOIs)

If you have further questions about this opportunity, including the structure of the appointment process, please contact Jade Lillie (details below) for an initial discussion and if necessary, to arrange a conversation with a representative of the Liquid Architecture Board.

Expressions of Interest are due 11.59pm on Sunday 16 November. Please prepare a written EOI of no more than two pages, with attached CV, and send to:

Jade Lillie
hello@jadelillie.com
Subject: EOI – Director, Liquid Architecture

Thank you for taking the time to consider this opportunity. We look forward to hearing from you.