

Role Description

Head of Marketing & Communications



Division/Branch/Unit	Public Engagement/Marketing and Communications
Location	Art Gallery Road
Classification/Grade/Band	Clerk Grade 11-12
Kind of Employment	On-going
ANZSCO Code	225113
Role Number	50001106
PCAT Code	1119192
Date of Approval	March 2018 / revised February 2021
Agency Website	https://www.artgallery.nsw.gov.au/

Overview

The Art Gallery of New South Wales (the Gallery) is a statutory body established under the Art Gallery of New South Wales Act 1980 and is an executive agency under the Department of Premier and Cabinet. The Gallery is in The Domain adjacent to the Royal Botanical Gardens and the Central Business District on the lands of the Gadigal peoples of the Eora nation, and attracts around 1.4 million visitors annually.

The Gallery holds significant collections of Aboriginal & Torres Strait Islander, Australian and International art and presents a dynamic program of temporary exhibitions involving significant loans from national and international collections. The Gallery also manages the Brett Whiteley Studio in Surry Hills. The Gallery employs 350 people on an annual basis and has a current effective full-time equivalent of around 215 staff. As the state's leading institution for the visual arts, the Gallery plays a vital role in the cultural and intellectual life of both Sydney and Australia.

The Gallery is currently undergoing planning for its expansion. The Gallery's expansion, known as the 'Sydney Modern Project' or 'SMP', involves the construction of a new building to the north of the existing Gallery building as well as some modifications to the existing building.

Primary purpose of the role

Lead and manage the Marketing and Communication team to develop and evaluate marketing and communications strategies to achieve goals which meet visitation, audience development, artistic, commercial and brand objectives in line with the Gallery's strategic objectives.

Key Accountabilities

- Development and implementation of annual Marketing and Communication plans for the Gallery and identification of key communication priorities that contribute to achieving the Gallery's brand and audience objectives
- Relationship management of a portfolio of partners and specialist collaborators and including the Art Gallery Society to contribute expertise and resource to the Gallery.
- Development and implementation of cross platform, integrated campaign strategies to promote the Gallery's key priorities.
- Leadership of Research and Insights: Development of a research framework for the Gallery to provide market intelligence, insights on audience development, evaluation and advice on industry trends and innovation.

- Team leadership towards a high functioning, cross platform, multi-purpose marketing and communications team within a culture of innovation and success
- Leadership of communications planning and issues management for the Gallery.
- Provide advice, expertise and direction to the executive team and colleagues to enable strategic decision-making, policy development, resource management, and other matters to ensure projects are aligned with the Gallery's overall objectives, stakeholder expectations are met and projects are delivered according to budget and in line with relevant standards
- Contribute to continuous business improvement by evaluating, monitoring and reporting on the success of projects and programs and continuously looking for opportunities to increase efficiencies and better performance
- Oversee the preparation of reports, briefs, and correspondence for presentation to the board, committees, or other entities to provide information in a timely manner
- Actively seek and build collaborative partnerships, internally and externally, to keep abreast of relevant trends and activities, stakeholder expectations and opportunities to improve business practices including; leadership of the International Tourist Strategy and interstate campaigns driving visitation to Sydney, leadership of direct channel growth for the Gallery across Facebook, Twitter, Instagram and platforms including but not limited to Weibo, WeChat, TripAdvisor and LinkedIn.

Key challenges

- Driving strategies and delivering projects to a high standard, on time and within budget, given competing priorities, logistical complexities and resource constraints
- Developing strategies and objectives that are aligned with the Gallery's brand and overall vision given limited resources and diverse stakeholder needs
- Advocate for the position of marketing and communications in the decision-making process within a diverse stakeholder group.

Key relationships

Who	Why
Internal	
Director of Public Engagement	Seek guidance, strategic direction, gain support
Marketing and Communications Team	Coach, lead, develop, manage Share information and collaborate on projects and distribute work.
Public Engagement Team and Colleagues	Collaborate with colleagues within the Division to achieve outcomes
Senior curatorial staff and Head of Exhibitions	Collaborating on marketing and communications planning and implementation
Business Development	Assisting in securing funds from sponsors and benefactors
Art Gallery Society Membership Team	Develop One Gallery marketing strategy and campaigns
External	
DNSW, Tourism Bodies, Arts Organisations etc	Productive collaborations with the arts, entertainment, tourism and civic sectors and to develop additional resourcing
Partners and Collaborators	To add expertise to the internal team

Role dimensions

Decision making

- Provides direction, leadership, and management of staff including the assessment of performance outcomes and the identification of development needs
- Exercises high levels of autonomy when managing time, prioritising issues, and determining day-to-day work schedules
- May assist the executive, managers and supervisors with the design and implementation of policies, procedures and strategies

Reporting line

Reports to Director of Public Engagement

Direct reports

6-8 positions as per current organisation chart

Budget/Expenditure

Essential requirements






1. Appropriate tertiary qualification or relevant, equivalent professional experience in Marketing and Communications.
2. Extensive experience in developing and implementing successful results driven marketing strategy and campaigns, including creative and conceptual development.
3. Experience in communications and issues management.

Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework		
Capability Group	Capability Name	Level
 Personal Attributes	Display Resilience and Courage	Advanced
	Act with Integrity	Adept
	Manage Self	Adept
	Value Diversity	Intermediate
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Adept
	Work Collaboratively	Adept
	Influence and Negotiate	Adept
 Results	Deliver Results	Adept
	Plan and Prioritise	Adept
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Adept
 Business Enablers	Finance	Adept
	Technology	Intermediate
	Procurement and Contract Management	Adept
	Project Management	Advanced
 People Management	Manage and Develop People	Adept
	Inspire Direction and Purpose	Intermediate
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Intermediate

Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

NSW Public Sector Capability Framework		
Group and Capability	Level	Behavioural Indicators
Personal Attributes Display Resilience and Courage	Advanced	<ul style="list-style-type: none"> Stay calm and act constructively in highly pressured and unpredictable environments Give frank, honest advice in the face of strong, contrary views Accept criticism of own ideas and respond in a thoughtful and considered way Welcome new challenges and persist in raising and working through novel and difficult issues Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues
Relationships Communicate Effectively	Advanced	<ul style="list-style-type: none"> Present with credibility, engage varied audiences and test levels of understanding Translate technical and complex information concisely for diverse audiences Create opportunities for others to contribute to discussion and debate Actively listen and encourage others to contribute inputs Adjust style and approach to optimise outcomes Write fluently and persuasively in a range of styles and formats
Relationships Influence and Negotiate	Adept	<ul style="list-style-type: none"> Negotiate from an informed and credible position Lead and facilitate productive discussions with staff and stakeholders Encourage others to talk, share and debate ideas to achieve a consensus Recognise and explain the need for compromise Influence others with a fair and considered approach and sound arguments Show sensitivity and understanding in resolving conflicts and differences Manage challenging relations with internal and external stakeholders Pre-empt and minimise conflict
Results Deliver Results	Adept	<ul style="list-style-type: none"> Take responsibility for delivering on intended outcomes Make sure team/unit staff understand expected goals and acknowledge success Identify resource needs and ensure goals are achieved within budget and deadlines Identify changed priorities and ensure allocation of resources meets new business needs Ensure financial implications of changed priorities are explicit and budgeted for Use own expertise and seek others' expertise to achieve work outcomes

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Results Think and Solve Problems	Advanced	<ul style="list-style-type: none"> • Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues • Work through issues, weigh up alternatives and identify the most effective solutions • Take account of the wider business context when considering options to resolve issues • Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements • Implement systems and processes that underpin high quality research and analysis
Business Enablers Project Management	Advanced	<ul style="list-style-type: none"> • Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts • Access key subject-matter experts' knowledge to inform project plans and directions • Implement effective stakeholder engagement and communications strategy for all stages of projects • Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans, and minimise impacts • Manage transitions between project stages and ensure that changes are consistent with organisational goals
People Management Manage and Develop People	Adept	<ul style="list-style-type: none"> • Define and clearly communicate roles and responsibilities to achieve team/unit outcome • Negotiate clear performance standards and monitor progress • Develop team/unit plans that take into account team capability, strengths and opportunities for development • Provide regular constructive feedback to build on strengths and achieve results • Address and resolve team and individual performance issues, including unsatisfactory performance in a timely and effective way • Monitor and report on performance of team in line with established performance development frameworks
People Management Optimise Business Outcomes	Adept	<ul style="list-style-type: none"> • Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives • Allocate resources to ensure achievement of business outcomes and contribute to wider workforce planning • Ensure that team members base their decisions on a sound understanding of business principles applied in a public sector context • Monitor performance against standards and take timely corrective actions • Keep others informed about progress and performance outcomes