

# Role Description

## Venues Manager



<b>Cluster</b>	NSW Department of Premier and Cabinet
<b>Agency</b>	Australian Museum
<b>Division/Branch/unit</b>	Marketing, Communications & Partnerships
<b>Location</b>	Sydney CBD
<b>Classification/Grade/Band</b>	Clerk Grade 7/8
<b>Kind of Employment</b>	Temporary
<b>ANZSCO Code</b>	133612
<b>Role Number</b>	51001282
<b>PCAT Code</b>	1119192
<b>Date of Approval</b>	April 2021
<b>Agency Website</b>	<a href="http://www.australian.museum">www.australian.museum</a>

### Overview

The Australian Museum (AM) operates within the NSW Department of Premier and Cabinet, is the first museum in Australia and was founded in 1827. The AM provides access, engagement and scientific research to increase our understanding of natural history and culture, particularly of the Australasian region. The AM holds more than 21 million objects of biological, geological and cultural collections and develops programs, exhibitions and school and community education initiatives onsite, online and offsite.

The new AM mission is: *To ignite wonder, inspire debate and drive change.*

The new AM vision is: *To be a leading voice for the richness of life, the Earth and culture in Australia and the Pacific. We commit to transform the conversation around climate change, the environment and wildlife conservation; be a strong advocate for First Nations' culture; and continue to develop world-leading science, collections, exhibitions and education programs.*

For more information, visit the [website](#).

### Commercial Services Team

The Venues Manager is a commercially focused role and is an integral part of the Commercial Services Team. The Commercial Services Team delivers commercial activity in support of the AM's vision and strategic ambitions and is an important source of self-funding. The Commercial Services Team is responsible for generating sustainable revenue from retail and commercial agreements (incl. restaurants, cafes and event catering) and strategically managing AM's unique collection of venue hire spaces. It provides leadership to grow commercial revenues across activities in collaboration with key stakeholders.

## Primary purpose of the role

The Venues Manager develop and lead a new Venues unit focused on growing and maximising commercial revenue generated from venue hire activities, hospitality events and related commercial agreements. The Venues unit is a client focused team, responsible leveraging commercial event opportunities. By working with commercial partners, you will be instrumental in contributing to the commercial growth expansion of one of the most unique event venues in Sydney.

## Key accountabilities

- Manage and lead the Venues team in all aspects of venue hire for catered event operations to deliver a seamless transition from sales to event delivery that maximises profit, ensure exceptional events and facilitates new commercial opportunities.
- Responsible for the development and implementation of an annual event business plan to achieve revenue targets incorporating yield management, venue pricing, commissions, profit margins and operating expenditure.
- Implement and manage related commercial agreements with an objective to maximise revenue.
- Lead and manage the Venues team including recruitment and training as required.
- Accountable for growing AM's client base for venue hire through the corporate events sector; support the implementation of client acquisition strategies and management of marketing activity and related budget that supports business objectives.
- Responsible for the development and ongoing management of all policies, client documentation, site and event management procedures, hospitality partner(s) and event suppliers within a cultural and heritage environment and developing detailed event operational standards to ensure consistent delivery of outstanding events and impeccable customer service.
- Responsible for working with the incumbent caterer to provide oversight of the sale and delivery of catered events and café activity to ensure business is operating in compliance AM's requirements.
- Responsible for preparation of monthly management reporting, invoicing and reconciliations, industry and trend analysis to inform business decisions.
- Develop and manage reporting on business performance, tracking of feedback and other KPI's.

## Key challenges

- Operating within a public sector framework and allocated budgets to maximise self-generated income in a competitive external environment with the ability to implement and embed new policies and procedures.
- Ensuring any impact or risk to the AM site from commercial venue activity is managed and minimised.
- Working in a complex and dynamic environment, managing workload and competing demands from stakeholders (internal & external) while delivering to the required customer service standards and commercial targets.

## Key relationships

Who	Why
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**Internal**

Manager, Commercial Services	Receive strategic guidance and direction in relation to commercial priorities and venue management objectives and wider commercial priorities of the agency.
Venues Team	Lead and direct Venues services staff, including casual and contract staff, to optimise business levels and client retention and gain the cooperation of suppliers, hirers and event organisers in the implementation of event operations and site management policies to deliver compliant commercial activities.
Marketing Manager	Work collaboratively with the Marketing Manager on the successful implementation of associated sales and marketing strategies.
Internal function clients	Work collaboratively with relevant portfolio staff to ensure events are planned and executed successfully, with minimal risk and impact.
Internal stakeholders	<p>Work collaboratively and maintain effective internal communications with relevant internal teams to ensure that events are planned and executed successfully, with minimal risk and impact.</p> <p>Work collaboratively with relevant portfolio staff to ensure that venues are maintained and presented to the highest standard to exceed client requirements and expectations.</p> <p>Ensure accurate, timely and effective internal communication is maintained for all involved parties leading up to, during and post event.</p>

**External**

Commercial Partners	<p>Work proactively and collaboratively with hospitality partners to ensure hospitality packages, pricing, and service standards are competitive, meet market demand, reflect AM brand values and ensure client and customer expectations are exceeded.</p> <p>Work collaboratively to promote and position AM as a leading provider of specialty premium and cultural venues.</p>
Clients	<p>To engage, lead and deliver outstanding event experiences through industry leading hospitality services; providing basis for strong client recommendation and retention to increase business levels and income.</p> <p>Promote and position AM as a leading provider of specialty premium and cultural venues.</p>
Industry	Participate in industry forums and events to exchange ideas, develop new relationships and profile AM venue business. Promote and position AM as a leading provider of specialty premium and cultural venues.
Suppliers	<p>Manage and develop strategic partnerships to deliver exceptional client and delegate venue experiences and maximise return to agency venues.</p> <p>Promote and position AM as a leading provider of specialty premium and cultural venues.</p>

## Role dimensions

### Decision making

This role:

- Takes active ownership of own work.
- Has a high level of autonomy, required to meet multiple deadlines in a dynamic, customer facing environment.
- Refers to supervisor for decisions that require significant change to strategic approach; that are likely to escalate; cause undue risk; create substantial precedent; or are outside of delegations limits.

### Reporting line

This role reports to the Manager, Commercial Services

### Direct reports

The following positions report to this role:

- Venues Coordinator
- Venues Executive
- Casual Event Supervisors

### Budget/Expenditure

The incumbent must operate within the position's financial delegation and in accordance with AM and NSW Government finance policies and procedures.

### Essential requirements

- Tertiary qualifications in event management or business-related subject and a minimum of 5 years' experience in managing venues and commercial hospitality and events business activities within a diverse hospitality, heritage or cultural organisation.
- Experience managing commercial agreements and food & beverage partnerships to deliver increased revenues and patronage.
- Proven knowledge and demonstrated policy development skills with experience in preparing and implementing venue hire policies and event management protocols in a complex and dynamic environment, preferably within a specialty or heritage venue

### Knowledge and Experience

- Adequate knowledge and experience in order to deliver the Key Accountabilities and perform to the Focus Capabilities outlined in this Role Description

### Capabilities for the role


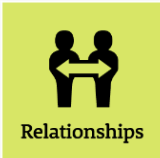

The [NSW public sector capability framework](#) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.

The capabilities are separated into **focus capabilities** and **complementary capabilities**.

## Focus capabilities

*Focus capabilities* are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

FOCUS CAPABILITIES			
Capability group/sets	Capability name	Behavioural indicators	Level
 <p>Personal Attributes</p>	<p><b>Manage Self</b></p> <p>Show drive and motivation, an ability to self-reflect and a commitment to learning</p>	<ul style="list-style-type: none"> <li>Keep up to date with relevant contemporary knowledge and practices</li> <li>Look for and take advantage of opportunities to learn new skills and develop strengths</li> <li>Show commitment to achieving challenging goals</li> <li>Examine and reflect on own performance</li> <li>Seek and respond positively to constructive feedback and guidance</li> <li>Demonstrate and maintain a high level of personal motivation</li> </ul>	<b>Adept</b>
 <p>Relationships</p>	<p><b>Communicate Effectively</b></p> <p>Communicate clearly, actively listen to others, and respond with understanding and respect</p>	<ul style="list-style-type: none"> <li>Tailor communication to diverse audiences</li> <li>Clearly explain complex concepts and arguments to individuals and groups</li> <li>Create opportunities for others to be heard, listen attentively and encourage them to express their views</li> <li>Share information across teams and units to enable informed decision making</li> <li>Write fluently in plain English and in a range of styles and formats</li> <li>Use contemporary communication channels to share information, engage and interact with diverse audiences</li> </ul>	<b>Adept</b>
 <p>Results</p>	<p><b>Deliver Results</b></p> <p>Achieve results through the efficient use of resources and a commitment to quality outcomes</p>	<ul style="list-style-type: none"> <li>Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes</li> <li>Make sure staff understand expected goals and acknowledge staff success in achieving these</li> <li>Identify resource needs and ensure goals are achieved within set budgets and deadlines</li> <li>Use business data to evaluate outcomes and inform continuous improvement</li> <li>Identify priorities that need to change and ensure the allocation of resources meets new business needs</li> <li>Ensure that the financial implications of changed priorities are explicit and budgeted for</li> </ul>	<b>Adept</b>

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### Plan and Prioritise

Plan to achieve priority outcomes and respond flexibly to changing circumstances

- Consider the future aims and goals of the team, unit and organisation when prioritising own and others' work
- Initiate, prioritise, consult on and develop team and unit goals, strategies and plans
- Anticipate and assess the impact of changes, including government policy and economic conditions, on team and unit objectives and initiate appropriate responses
- Ensure current work plans and activities support and are consistent with organisational change initiatives
- Evaluate outcomes and adjust future plans accordingly

**Adept**

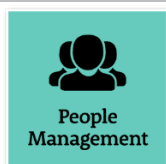


### Project Management

Understand and apply effective planning, coordination and control methods

- Perform basic research and analysis to inform and support the achievement of project deliverables
- Contribute to developing project documentation and resource estimates
- Contribute to reviews of progress, outcomes and future improvements
- Identify and escalate possible variances from project plans

**Intermediate**



### Optimise Business Outcomes

Manage people and resources effectively to achieve public value

- Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives
- Allocate resources to ensure the achievement of business outcomes and contribute to wider workforce planning
- When planning resources, implement processes that encourage the attraction and retention of people of diverse cultures, backgrounds and experiences
- Ensure that team members base their decisions on a sound understanding of business and risk management principles, applied in a public sector context
- Monitor performance against standards and take timely corrective actions
- Keep others informed about progress and performance outcomes

**Adept**






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### Complementary capabilities

*Complementary capabilities* are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying performance required for the role and development opportunities.

Note: capabilities listed as 'not essential' for this role are not relevant for recruitment purposes however may be relevant for future career development.

## COMPLEMENTARY CAPABILITIES

Capability group/sets	Capability name	Description	Level
 Personal Attributes	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Adept
	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Intermediate
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Intermediate
 Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Adept
	Work Collaboratively	Collaborate with others and value their contribution	Intermediate
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Intermediate
 Results	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Intermediate
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Intermediate
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
 People Management	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	Intermediate
	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Intermediate
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Intermediate