

# Role Description

## Venues Manager



Cluster	Department of Premier and Cabinet
Agency	Australian Museum
Division/Branch/Unit	Marketing, Communications & Partnerships
Location	Sydney CBD
Classification/Grade/Band	Clerk Grade 7/8
Kind of Employment	Temporary
Role Number	51001903
ANZSCO Code	225311
PCAT Code	5101903
Date of Approval	July 2020
Agency Website	<a href="http://australianmuseum.net.au/">http://australianmuseum.net.au/</a>

### Agency overview

The Australian Museum (AM) operates within the NSW Department of Premier and Cabinet and was founded in 1827 as the first museum in Australia. 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. The AM's purpose is to make nature, Indigenous cultures & science accessible and relevant to everyone.

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

### Our commitment to diversity

We are committed to building a diverse, inclusive and flexible workforce and strongly encourage applications from First Nations people, people from diverse cultures and people with disability.

## **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 unit is a client and customer service focussed team responsible for promoting, selling, and delivering AM venue hire activity and leveraging commercial catering opportunities. The Venues Manager's role is to lead the unit to maximise and increase commercial revenue generated from venue hire activities and related commercial agreements, with overall managerial responsibility for oversight, management and operational delivery of catered event activity.

### **Key accountabilities**

- 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.
- Manage food and beverage and related commercial agreements with an objective to maximise revenue.
- Responsible for the development and ongoing management of all venue hire policies, client documentation, site and event management procedures for clients, hospitality partner(s) and 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 preparation of the annual venues budget and monthly management reporting, related 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.
- Responsible for the development and implementation of the AM's annual food and beverage business plan to achieve revenue and venue hire targets incorporating yield management, venue hire pricing, commissions, profit margins and operating expenditure.
- 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 to maximises profit and ensure exceptional events and facilitate new commercial opportunities.
- 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.

## 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
<b>Internal</b>	
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>
<b>External</b>	

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	<p>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.</p>
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.

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## Essential requirements





- Tertiary qualifications in event management or business-related subject and a minimum of 5 years' experience in managing venues and commercial hospitality business activities within a diverse hospitality, heritage or cultural organisation.

## Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at <https://www.psc.nsw.gov.au/workforce-management/capability-framework/>

## 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	Adept
	Act with Integrity	Intermediate
	<b>Manage Self</b>	<b>Adept</b>
	Value Diversity	Intermediate
 Relationships	<b>Communicate Effectively</b>	<b>Adept</b>
	Commit to Customer Service	Adept
	Work Collaboratively	Intermediate
	Influence and Negotiate	Intermediate
 Results	<b>Deliver Results</b>	<b>Adept</b>
	<b>Plan and Prioritise</b>	<b>Adept</b>
	Think and Solve Problems	Intermediate
	Demonstrate Accountability	Intermediate
 Business Enablers	Finance	Intermediate
	Technology	Intermediate
	Procurement and Contract Management	Intermediate



Project Management	Intermediate
Manage and Develop People	Intermediate
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
<b>Personal Attributes</b> Manage Self	Adept	<ul style="list-style-type: none"> <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 a high level of personal motivation</li> </ul>
<b>Relationships</b> Communicate Effectively	Adept	<ul style="list-style-type: none"> <li>Tailor communication to the audience</li> <li>Clearly explain complex concepts and arguments to individuals and groups</li> <li>Monitor own and others' non-verbal cues and adapt where necessary</li> <li>Create opportunities for others to be heard</li> <li>Actively listen to others and clarify own understanding</li> <li>Write fluently in a range of styles and formats</li> </ul>
<b>Results</b> Deliver Results	Adept	<ul style="list-style-type: none"> <li>Take responsibility for delivering on intended outcomes</li> <li>Make sure team/unit staff understand expected goals and acknowledge success</li> <li>Identify resource needs and ensure goals are achieved within budget and deadlines</li> <li>Identify changed priorities and ensure allocation of resources meets new business needs</li> </ul>

- 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
<b>Results</b> Plan and Prioritise	Adept	<ul style="list-style-type: none"> <li>• Take into account future aims and goals of the team/unit and organisation when prioritising own and others' work</li> <li>• Initiate, prioritise, consult on and develop team/unit goals, strategies and plans</li> <li>• Anticipate and assess the impact of changes, such as government policy/economic conditions, on team/unit objectives and initiate appropriate responses</li> <li>• Ensure current work plans and activities support and are consistent with organisational change initiatives</li> <li>• Evaluate achievements and adjust future plans accordingly</li> </ul>
<b>Business Enablers</b> Project Management	Intermediate	<ul style="list-style-type: none"> <li>• Perform basic research and analysis which others will use to inform project directions</li> <li>• Understand project goals, steps to be undertaken and expected outcomes</li> <li>• Prepare accurate documentation to support cost or resource estimates</li> <li>• Participate and contribute to reviews of progress, outcomes and future improvements</li> <li>• Identify and escalate any possible variance from project plans</li> </ul>
<b>People Management</b> Optimise Business Outcome	Adept	<ul style="list-style-type: none"> <li>• Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives.</li> <li>• Allocate resources to ensure achieve of business outcomes</li> <li>• Ensure that team members base their decisions on a sound understanding of business principles applied in a public sector context</li> <li>• Monitor performance against standards and take timely corrective actions</li> <li>• Keep others informed about progress and performance outcomes</li> </ul>