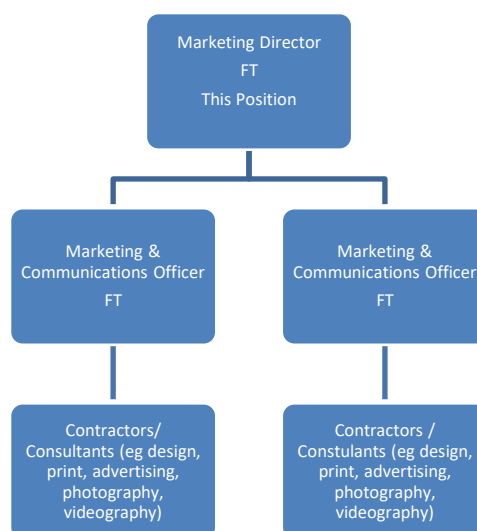


Position Title:	Marketing Director
Award/Level:	Performance Based Contract - PP&VA Level 10
Department:	Marketing
Type:	Full Time

Position Purpose
<p>This position manages the overall strategic and operational Marketing Program for PP&VA, managing the PP&VA Marketing Team and working within a multi-artform context across the Joan Sutherland Performing Arts Centre, Penrith Regional Gallery, Home of The Lewers Bequest, Q Theatre and Penrith Conservatorium of Music.</p> <p>Reporting to the CEO this senior marketing position sits on the Executive Leadership Team and actively contributes to the shaping of corporate strategy and policy making across the organization.</p> <p>The Marketing Director is responsible for the planning, management and evaluation of marketing and communications activity across the diverse programs including Gallery exhibitions, commercial and contemporary performance presentations, venue facilities, educational and creative program activities on both sites as well as for the development and implementation of PP&VA's strategic marketing and 'brand'.</p> <p>The Marketing Director will apply their passion for arts marketing to advance the visibility, reach and impact of PP&VA programs, exhibiting a talent for managing multiple projects simultaneously, working with a dispersed team and building a compelling brand in a creative industries context and within a fast-paced, dynamic environment.</p>

Key Specific Functional Responsibilities	Key Generic Functional Responsibilities
<ul style="list-style-type: none"> • Strategic marketing planning • Research – audiences, sector, innovation • Driving delivery against plans and to deadlines • Audience development and public relations • Brand development: look and feel • Communications policy and strategy • Stakeholder engagement 	<ul style="list-style-type: none"> • Management and Leadership • People Management • Financial Management • Corporate Governance • Performance Planning • Customer Service • Manage Work Health and Safety and Injury Management
Special requirements <ul style="list-style-type: none"> • Flexibility in working hours to support daytime, evening, and some weekend work will be required as part of the normal hours of duty for this position. • The following checks, licenses and certifications are required for this role: Current and valid Working with Children Check (employee). 	

Department Structure



Qualifications, Experience and Specialist Skills & Knowledge

Essential

- Tertiary qualifications in marketing or communications with at least five years' marketing leadership experience and a well-established background in the Australian arts landscape.
- Exceptional organisational and project management skills with the ability to manage budgets and multiple projects at once.
- Leadership experience, including managing stakeholders, leading change, cross-functional collaboration and developing high-performing teams.
- Strong verbal and written communication skills with extensive experience in copywriting and producing engaging marketing materials.
- Proven ability to work strategically while maintaining a hands-on approach to execution.
- Experience in the development and implementation of digital communication strategies, including SEO, websites and social media channels and CRM to manage and optimise sales and strong customer relationships.
- Experience in media buying and channel strategy to support key advertising and brand outcomes and strong media relationships.
- Well established skills and experience in PR and Corporate Communications strategy and execution including issues management and strategic communications.
- Experience in audience research, and data driven decision making to meet established KPIs and targets.
- Excellent financial acumen with the ability to drive strong sales and analyse data to report on projected revenue and expenses.

Desirable

- Experience in event management and/or project management is desirable.
- Current NSW drivers' licence is desirable

Key Responsibilities
<p>Strategic Focus</p> <p>Major Actions</p> <ul style="list-style-type: none"> • Develop overarching Marketing, Stakeholder and Communications Strategies for PP&VA based on research, analysis and consultation with key stakeholders. • Contribute to broader strategic planning and policy development activities across PP&VA, particularly in conjunction with programming and Executive staff. • Monitor marketing trends and patterns in the arts and other relevant industries and instigate research in response to these trends and the needs of the company. • Devise and implement an ongoing audience development and retention strategy with a focus on customer life-cycle, subscription/customer loyalty program development, local community development and café to programs cross-over. • Provide advice, statistics and reports to Board and Management on PP&VA's marketing and brand performance. <p>Performance Measures</p> <ul style="list-style-type: none"> • Strategies developed and implemented reflecting aspirational goals of the Company's Strategic Plan. • Clear and effective reports and data set developed for ongoing self-evaluation. • Increased knowledge and understanding of the Company's market position and influence. • Agreed KPIs and sales targets met.

<p>Marketing Strategy and Plans</p> <p>Major Actions</p> <ul style="list-style-type: none"> • Develop a strategic marketing plan to grow and develop new and existing value propositions. • Allocate and manage resources to carry out marketing activities, including human resources from within the PP&VA Marketing Team and contracted resources. • Oversee the coordination of suppliers to produce, deliver and distribute advertising and marketing materials (eg design, print, publicity). • Develop and manage strong professional relationships with internal and external stakeholders. • Develop individual creative marketing plans with timelines for key presentations, exhibitions, programs, company offers such as venue hire, and events, and evaluate them on conclusion. • Devise and implement marketing support and cost recovery packages for venue customers. • Derive actionable insights from marketing data including ticketing and audience information, and take actions in optimising outcomes across sales, campaign delivery, communications and customer service. • Develop and manage the marketing budget and ensure adherence to agreed marketing budgets. • Collaborate with teams across the organisation to develop clear positioning and distinctive plans that will resonate with audiences, donors and stakeholders to achieve impactful outcomes. <p>Performance Measures</p> <ul style="list-style-type: none"> • Strategies undertaken, evaluated and revised with feedback. • Strategies delivered in a timely, cooperative and effective manner. • Balance maintained of leadership, innovation, and responsiveness. • Budget targets set and met. • Agreed KPIs and sales targets met.

Brand Building

Major Actions

- Carry out research, consultation and analysis to define and articulate a clear brand and position for PP&VA in the broader Sydney | NSW | national creative industries marketplace and Western Sydney / Blue Mountains local landscape.
- Define and articulate PP&VA's unique philosophy, qualities and distinct personality in line with the Company's identity and build this into a common language across PP&VA.
- Project Management of the Company's Digital Assets with a view to continuous improvement as well as ongoing functionality and user experience.
- Build brand awareness through strategic marketing and audience development activities and partnerships.
- Develop and maintain relationships with peak local and cultural bodies, media, partners and key stakeholders to leverage resources for the development and implementation of innovative and creative initiatives.
- Lead the collation, branding and communication of institutional messaging outside of programming messaging.

Performance Measures

- Effective communication and interpersonal skills are applied with positive public impact.
- High level of accuracy and creativity is demonstrated across all content.
- Positive relationships are maintained and developed.
- Efficacy of all communications and campaigns is tracked, analysed and reported.
- Agreed KPIs and sales targets met.

Communication

Major Actions

- Advise on and support increased positive internal and external communication campaigns and systems.
- Maintain solid internal communications, regarding the PP&VA team as key stakeholders and in some cases clients of the Marketing Department.
- Maintain an ongoing and open line of communication with first port of call contacts – Box Office, Front of House and Reception for critical customer service insights and ongoing improvement in company communication.
- Ensure all projects and communications maintain PP&VA's brand and are high quality, innovative, engaging and consistent across all customer contact points.
- Provide exceptional copywriting for PP&VA's exhibitions, performance programs, education activities and communication channels.

Performance Measures

- Effective and timely communication evidenced in responses and set procedures
- Copy is clear and with few complaints
- Procedures established for ongoing evaluation and improvement.
- Agreed KPIs and sales targets met.

Human Resources and Consultation

Major Actions

- Lead Marketing and audience development strategies and implementation across PP&VA through effective management and leadership of the team, and advocacy across organisation.
- Lead and inspire a culture of high performance, collaboration, and continuous improvement; actively support professional growth of others; and provide regular constructive feedback to staff to enhance team capabilities.
- Assist Marketing Team members to develop goals, strategies and professional development objectives in line with their areas of responsibility.
- Manage, supervise and delegate tasks to external contractors including publicists, graphic and web designers, web developers, photographers, distribution companies, mailing and print production houses.
- Provide advice to staff across PP&VA regarding marketing, audience development, programming, digital communications – anything of relevance to the PP&VA marketing context and mix.

Performance Measures

- Team satisfaction maintained in line with effective service delivery.
- Agreed KPIs and sales targets met.

NB: All shaded Key Result Areas are compulsory for every Position Description

Key Generic Functional Responsibilities

1. Management and Leadership

Major Actions

- Ensure the implementation of PP&VA's resolutions, policies and decisions
- Provide leadership and coordinate operations and performance
- Develop and maintain an appropriate Departmental structure that satisfies PP&VA requirements
- Provide organisational leadership and support
- Develop and maintain Service Plans for all assigned functions

Performance Measures

- Linkages between the Delivery Program, organisation's resolutions, policies and decisions, and the responsibilities of relevant groups and individuals are established
- Staff receive the required information, consistent with their competencies and operational plans, and are both empowered and accountable for the implementation of resolutions, policies and decisions delegated to them
- Departmental outcomes reflect an established environment of motivation and staff development
- Staff performance and professional competence is continuously improved
- Business processes, product delivery and customer service are continuously improved
- Positive role modeling, effective communication and consultative decision making result in workplace change being embraced and resourced
- Service Specifications / Business Plans are current and accurate

Key Generic Functional Responsibilities

2. People Management

Major Actions

- Undertake human resource planning
- Ensure practices provide for a discrimination free workplace
- Provide career development opportunities
- Manage the performance of individuals

Performance Measures

- Departmental HR needs are determined and regularly reviewed within the current and anticipated business needs and budget
- Existing competencies of staff are compared with the business needs and alternatives to staffing needs and utilisation are developed
- EEO initiatives are developed and documented
- Appropriate action is taken if EEO breaches occur
- Equal access is established and implemented through training and opportunities
- Positive performance management processes are applied equitably to all staff
- All Departmental Employee Performance Planning and Reviews (EPPR) are completed and forwarded to CEO within designated timeframe
- Staff are encouraged to improve their work performance through regular feedback and self-evaluation
- Staff are given the opportunity to take on challenges through task variety, task sharing and career development opportunities
- Grievance procedures are managed according to policy and procedure, and optimise the likelihood of positive outcomes

3. Financial Management

Major Actions

- Determine and report on financial implications of Policy and Procedure development
- Prepare and manage Departmental budget
- Analyse budget data, and identify and report on trends
- Manage PP&VA's assets held and Programs delivered

Performance Measures

- Revenue, expenditure and capital investment proposals are developed through consultative processes and take account of past experience, present trends and future expectations
- Realistic cost benefit and risk analyses/management plans are incorporated into all financial and artistic programming proposals
- Performance measures and tactics for monitoring financial processes and artistic and community outcomes are identified for each proposal
- Budget proposals comply with the organisations values, policies, code of conduct, legal, artistic and ethical requirements and priorities
- Budget is developed and presented within designated timeframe
- Financial and cultural implications from policy development, legislative changes and investment proposals are documented and reported
- Financial and artistic documentation maintains accountability for expenditure of public monies
- The CEO is advised of variances outside 5%
- Identify, monitor and report on influences on expenditure and revenue
- PP&VA's assets are maintained and utilised to maximise effective operations

4. Corporate Governance

Major Actions

- Contribute to promoting a culture within the organisation that ensures adherence to Corporate Governance guidelines and principles
- Keep-abreast of development and trends in the arts industry, all 3 levels of government and business
- Provide assistance to the CEO and Board/Council delegate in case of an alleged breach of PP&VA's Code of Conduct

Performance Measures

- Standards of probity are developed and implemented covering the following:
 - Anti-discrimination
 - Principles of social justice
 - A quadruple bottom line (QBL) approach to decision-making, systems, processes and operations
 - Codes of conduct
 - Grievance, dispute, dismissal procedures
 - Protected disclosures
 - Complaints handling procedures
 - Privacy/confidentiality
 - Management of risk
 - Fraud control
 - Internal control and reporting
 - Work health and safety
 - Equal employment opportunity
- Breaches of acceptable standards are dealt with using established guidelines
- Keep abreast of contemporary issues raised by either Fair Work Australia, key arts industry bodies, ICAC, the NSW Ombudsman or other Government Agency
- No adverse comments are received with the level of assistance provided to the CEO and Board/Council delegate

5. Performance Planning

Major Actions

- Accountable for delivery of the assigned activities, actions and budgets in the Delivery Program
- Contribute to the development, implementation, reporting and achievement of the Strategic and Business Plans and other plans and reports as required by the CEO, the PP&VA Board and key funding agencies.

Performance Measures

- Complete all organisational performance reporting requirements (monthly and six monthly review reports, Annual Report and Acquittal reports)
- Deliver service activities, actions and budget assigned in the Artistic Delivery Program
- Level of staff satisfaction with their involvement in and understanding of the Artistic Delivery Program
- Initiatives which increase opportunities for PP&VA are developed and documented
- Delivery of Plans and Reports as per agreed specification and timetable
- Activities and priorities are met
- Systems are established and managed which constantly evaluate and improve services provided
- Services developed are both contemporary in nature and provide a strategically sound reference for the future

6. Corporate Planning and Review

Major Actions

- Contribute to the development, implementation, reporting and achievement of the Strategic Plan, Artistic Delivery Framework and other plans and reports as required by the CEO, PP&VA Board and key Stakeholders

Performance Measures

- Complete all organisational performance reporting requirements (monthly reports, Board Reports. and Annual Report)
- Deliver service activities, actions and budget assigned in the Delivery Program

7. Communication and Customer Service

Major Actions

- Provide effective service to PP&VA customers, the community and internal staff
- Present a positive image of PP&VA
- Liaise and negotiate with the community, government/non-government agencies, other professional and PP&VA staff on a range of matters
- Effectively communicate in a range of forums on PP&VA's objectives, activities and priorities

Performance Measures

- Customer needs are identified and confirmed, and appropriate actions taken
- Staff adhere to the Customer Service Charter
- Advice given to any forum is contemporary and within PP&VA guidelines

8. Work Health and Safety (WHS) and Injury Management (IM)

Major Actions

- Communicate WHS and IM policies
- Attend training as required and ensure completion of training by supervised staff
- Manage the procedural development and implementation of risk assessments and ensure they are reviewed in line with designated timeframes
- Manage implementation and use of risk control measures
- Participate in consultative processes for the management of WHS, and ensure consultation processes are available to, and used by, supervised staff

Performance Measures

- WHS and IM policies and procedures are effectively communicated to all employees, contractors and volunteers and visitors are controlled at worksites
- All required training has been completed, including induction has been provided and completed for relevant personnel
- All supervised staff have completed required training
- WHS procedures are identified and complied with, setting an appropriate workplace example
- Risk assessment documentation is completed in line with legislative requirements, and risk assessments are reviewed at least annually or more frequently if required
- Risk control documentation is completed and records kept in accordance with PP&VA procedures
- Participation in consultation process is on record
- Record of supervised staff participation in consultation

Values and Behaviours

Penrith Performing & Visual Arts Ltd and Staff support the following Values and Behaviours:

Integrity

- I am honest, ethical and maintain public trust
- I do what I say I'm going to do and I stand up for what I believe in
- I set a standard to be proud of amongst the community
- I do the right thing - even when no-one is looking

Selflessness

- I am willing to put others before me and assist them when needed
- I put the good of the PP&VA and the community above personal goals
- I support sustainability and cater for the wellbeing of future communities
- I uphold social justice principles

Accountability

- I take responsibility for decisions and actions, whatever the outcome
- I take responsibility for work, behaviour and how resources are used
- I ensure a safe and healthy workplace
- I take ownership of my work
- I operate within delegations

Honesty

- I tell the truth and correct misinformation
- I will refuse any bribes and I do not steal
- I trust in our relationships
- I ensure duties are undertaken in a lawful manner

Leadership

- I am creative and innovative
- I take responsibility and I am a good role model
- I inspire others in the organisation and community to be the best they can
- I have the courage to do the right thing
- I listen and communicate clear directions and actions

Impartiality

- I am always fair and treat people equally
- I am understanding and act objectively
- I separate personal interests from work responsibilities
- I base all decisions on merit and facts I am consistent in the application of processes

Openness

- I am transparent and straight-forward
- I am able to discuss problems or concerns and give reasons for decisions
- I share information appropriately
- I am obliged to report wrong-doing

Respect

- I treat others fairly and objectively
- I value and accept other people's differences
- I treat others with dignity, kindness and in the spirit of service
- I treat people how I would like to be treated
- I recognise the worth of individuals

