

PENRITH PERFORMING & VISUAL ARTS

POSITION DESCRIPTION

Position Title:	Marketing Manager
Award/Level:	Performance Based Contract – PP&VA Level 10
Department:	Marketing
Type:	Full Time
Reports To:	CEO and Artistic Director

Position Purpose

This position leads the strategic and operational marketing function for PP&VA, managing the PP&VA Marketing Team within a multi-artform context across the Joan Sutherland Performing Arts Centre, Lewers: Penrith Regional Gallery, Q Theatre and Penrith Conservatorium of Music.

Reporting to the CEO and Artistic Director, this senior position sits on the Executive Leadership Team and actively contributes to the shaping of corporate strategy and organisational policy across PP&VA. The Marketing Manager shares accountability for earned revenue performance and plays a lead role in building PP&VA's public reputation as Western Sydney's most significant multi-artform cultural organisation.

The Marketing Manager is responsible for the planning, management and evaluation of marketing, communications and audience development activity across PP&VA's diverse program portfolio, including gallery exhibitions, performing arts presentations, education and community programs, venue hire and facilities, and philanthropy. Importantly, the role oversees the full customer experience journey — from first discovery through to post-visit engagement — ensuring audience touchpoints across all channels are integrated, consistent and exceptional.

The Marketing Manager will bring passion for arts marketing and a deep understanding of the Western Sydney context to advance the visibility, reach and impact of PP&VA. They will exhibit a talent for managing multiple projects simultaneously, leading a dispersed team, building an emotionally resonant brand, and translating data into decisions.

Key Responsibilities Summary

Key Specific Functional Responsibilities	Key Generic Functional Responsibilities
<ul style="list-style-type: none"> Strategic marketing planning and evaluation Audience research, data analytics and insight-led decision making Driving delivery against plans and to deadlines Audience development and retention strategy Public relations and earned media Brand development and identity management Communications policy and strategy Customer experience journey design and management Content production and channel management Philanthropy and development marketing support Venue hire and commercial program marketing Stakeholder engagement 	<ul style="list-style-type: none"> Management and Leadership People Management Financial Management Corporate Governance Performance Planning Customer Service Work Health and Safety and Injury Management

Special Requirements

- 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, licences and certifications are required for this role: Current and valid Working with Children Check (employee).

Qualifications, Experience and Specialist Skills & Knowledge

Essential

- Tertiary qualifications in marketing, communications or a related discipline, with at least five years' marketing leadership experience and a well-established background in the Australian arts, cultural or creative industries landscape.
- Demonstrated success in developing and delivering marketing strategies that grow and diversify audiences in a multi-program or multi-venue environment.
- Exceptional organisational and project management skills with the ability to manage budgets and multiple concurrent projects.
- Leadership experience, including managing stakeholders, leading change, cross-functional collaboration and building high-performing teams.
- Strong verbal and written communication skills with extensive experience in copywriting and producing engaging marketing materials across a range of contexts, genres and audience segments.
- Proven ability to work strategically while maintaining a hands-on approach to execution and delivery.
- Experience in the development and implementation of digital communication strategies, including SEO, websites, social media channels, email marketing, and CRM to manage and optimise sales and audience relationships.
- Experience in the end-to-end customer experience journey: designing audience touchpoints across digital, in-person and post-visit channels to maximise satisfaction, retention and advocacy.
- Demonstrated experience in media buying and channel strategy to support key advertising and brand outcomes, and established media relationships.
- Well-developed skills in PR and corporate communications, including issues management and strategic communications.
- Experience in audience research, segmentation and data-driven decision making to meet established KPIs and targets.
- Excellent financial acumen with the ability to drive strong sales, analyse revenue and forecast financial performance across multiple program streams.
- Experience in marketing programs or campaigns that support philanthropy, development giving or membership acquisition.

Desirable

- Experience working with or within First Nations-led or First Nations-responsive cultural programs, with an understanding of the sensitivities required in representation and communications.
- Familiarity with place-based marketing approaches and an understanding of Western Sydney communities, audiences and cultural landscape.
- Experience in event marketing, education program marketing, or community-facing campaign delivery.
- Current NSW driver's licence.

Key Specific Functional Responsibilities

1. Strategic Focus

Major Actions

- Develop overarching Marketing, Communications and Audience Development Strategies for PP&VA based on rigorous research, data analysis and consultation with key stakeholders.
- Contribute to broader strategic planning and policy development activities across PP&VA, particularly in conjunction with programming, philanthropy and Executive staff.
- Monitor marketing trends and patterns in the arts, entertainment and broader creative industries sectors, and instigate research in response to emerging opportunities and organisational needs.
- Devise and implement an ongoing audience development and retention strategy with a focus on customer lifecycle management, community participation pathways, and integration across PP&VA's four entities.
- Oversee the design and continuous improvement of the full customer experience journey, ensuring all audience touchpoints — from discovery and booking through to visit and post-visit engagement — are seamless, high quality and consistent with PP&VA's brand.

- Provide advice, statistics and reports to the Board and Executive on PP&VA's marketing performance, brand health and audience development trajectory.

Performance Measures

- Strategies developed and implemented reflecting the aspirational goals of PP&VA's Strategic Plan.
- Clear, accurate and actionable data sets developed for ongoing monitoring and self-evaluation.
- Increased knowledge and understanding of the organisation's market position, competitive landscape and audience profile.
- Agreed KPIs and earned revenue targets met.

2. Marketing Strategy and Plans

Major Actions

- Develop a strategic marketing plan to grow and develop new and existing audience and revenue propositions across all program streams.
- Allocate and manage resources to carry out marketing activities, including internal Marketing Team members and contracted resources.
- Oversee the coordination of suppliers to produce, deliver and distribute advertising and marketing materials, including design, print and publicity.
- Develop individual marketing plans with timelines and budgets for key presentations, exhibitions, education programs, venue hire offers and institutional initiatives and evaluate them on conclusion.
- Derive actionable insights from marketing and audience data — including ticketing analytics, web and social performance, and CRM intelligence — and apply these to optimise campaign delivery, sales conversion and audience experience.
- Develop and manage support and cost-recovery marketing packages for venue hire customers and commercial clients.
- Develop and manage the marketing budget and ensure adherence to approved allocations, forecasting variances and reporting against targets.
- Collaborate with teams across the organisation to develop clear positioning and compelling plans that resonate with audiences, donors, community partners and key stakeholders.

Performance Measures

- Strategies developed, evaluated and revised with feedback incorporated in a timely manner.
- Marketing plans delivered cooperatively on time and within budget.
- Balance maintained across leadership, innovation and responsiveness.
- Agreed KPIs and earned revenue targets met.

3. Brand Building

Major Actions

- Lead the ongoing articulation and application of PP&VA's brand identity across all four entities, ensuring a coherent organisational personality alongside the distinctive identities of each program stream.
- Champion PP&VA's brand as a place-rooted Western Sydney cultural organisation, with an authentic and ambitious positioning in the broader Sydney, NSW and national creative industries marketplace.
- Ensure all brand representations are culturally sensitive, inclusive, and properly reflect PP&VA's commitment to First Nations artists, communities and ways of knowing.
- Project manage PP&VA's digital assets, including websites and social channels, with a view to continuous improvement, strong user experience and integration with audience data systems.
- Build brand awareness through strategic marketing campaigns, audience development activity and partnership content.
- Commission and oversee the production of photography, video and content assets that represent the breadth and quality of PP&VA's program.
- Develop and maintain relationships with peak local and cultural bodies, media, partners and key stakeholders to leverage resources for creative and impactful initiatives.
- Lead the collation, branding and communication of institutional messaging across all non-programming channels, including advocacy, philanthropy, venue hire and corporate communications.

Performance Measures

- Effective communication skills applied with positive public and sector impact.
- High level of accuracy and creativity demonstrated across all content.
- Positive stakeholder and media relationships maintained and developed.
- All communications and campaigns tracked, analysed and reported.

- Agreed KPIs and brand health measures met.

4. Audience Development and Customer Experience

Major Actions

- Design and lead a comprehensive audience development strategy informed by segmentation research, community profiling and data analytics.
- Own and continuously improve the end-to-end customer experience journey, ensuring every audience touchpoint — digital discovery, booking, pre-visit communication, on-site experience and post-visit engagement — reflects PP&VA's brand and values.
- Work collaboratively with teams responsible for front-of-house, box office and digital service delivery to ensure integrated, high-quality audience interactions.
- Develop and lead marketing strategies that support PP&VA's philanthropic and development programs, including individual giving campaigns, donor communications and fundraising initiatives in collaboration with the CEO.
- Build new and underrepresented audiences, with particular focus on Western Sydney communities, culturally and linguistically diverse audiences, young people, and First Nations communities.

Performance Measures

- Audience growth and diversification against established targets.
- Customer satisfaction metrics tracked and improved across key touchpoints.
- Membership and loyalty program participation grows year-on-year.
- Philanthropic marketing activity delivers measurable support to development goals.

5. 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 open lines of communication with first-point-of-call contacts — including front-of-house, reception and visitor services — for critical customer insight and continuous improvement.
- Ensure all projects and communications maintain PP&VA's brand standards 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 institutional communications across all channels.
- Develop and maintain a media and stakeholder communications calendar that aligns with program milestones and organisational priorities.

Performance Measures

- Effective and timely communication evidenced in responses and established procedures.
- Copy is compelling, accurate and elicits few complaints.
- Procedures established for ongoing evaluation and improvement.
- Agreed KPIs and targets met.

6. Human Resources and Consultation

Major Actions

- Lead the Marketing Team and audience development function through effective management, advocacy and cross-organisational collaboration.
- Lead and inspire a culture of high performance, intellectual curiosity and continuous improvement; actively support the professional growth of team members; and provide regular constructive feedback to enhance team capabilities.
- Assist Marketing Team members to develop goals, strategies and professional development objectives aligned with their areas of responsibility.
- Manage, supervise and delegate tasks to external contractors including publicists, graphic and web designers, developers, photographers, videographers, distribution companies and print production suppliers.
- Provide advice to staff across PP&VA regarding marketing, audience development, digital communications and brand consistency.

Performance Measures

- Team satisfaction maintained in line with effective service delivery.

- Staff performance and capability continuously improved.
- Agreed KPIs and targets met.

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, organisational resolutions, policies and decisions and the responsibilities of relevant groups and individuals are established.
- Staff receive required information, consistent with their competencies and operational plans, and are both empowered and accountable for implementation.
- 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.
- Service Specifications and Business Plans are current and accurate.

2. People Management

Major Actions

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

Performance Measures

- Departmental HR needs determined and regularly reviewed within current and anticipated business needs and budget.
- EEO initiatives are developed and documented.
- Positive performance management processes applied equitably to all staff.
- All Employee Performance Planning and Reviews (EPPR) completed and forwarded to CEO within designated timeframe.
- Grievance procedures managed according to policy and procedure.

3. Financial Management

Major Actions

- Determine and report on financial implications of policy and procedure development.
- Prepare and manage the departmental budget.
- Analyse budget data and identify and report on trends.
- Manage PP&VA's assets held and programs delivered within the Marketing function.

Performance Measures

- Revenue, expenditure and capital investment proposals developed through consultative processes.
- Budget proposals comply with PP&VA's values, policies, code of conduct, legal and ethical requirements.
- Budget developed and presented within designated timeframe.
- CEO advised of variances outside 5%.
- Financial documentation maintains accountability for expenditure of public monies.

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 developments and trends in the arts industry, all three levels of government and business.

- Provide assistance to the CEO and Board delegate in case of an alleged breach of PP&VA's Code of Conduct.

Performance Measures

- Standards of probity developed and implemented covering anti-discrimination, social justice principles, codes of conduct, complaints handling, privacy, risk management, WHS, EEO and fraud control.
- Breaches of acceptable standards dealt with using established guidelines.
- No adverse comments received regarding the level of assistance provided to the CEO and Board 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, PP&VA Board and key funding agencies.

Performance Measures

- All organisational performance reporting requirements completed (monthly and six-monthly review reports, Annual Report and Acquittal reports).
- Service activities, actions and budgets assigned in the Artistic Delivery Program delivered.
- Initiatives which increase opportunities for PP&VA are developed and documented.
- Plans and reports delivered as per agreed specification and timetable.

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

- All organisational performance reporting requirements completed (monthly reports, Board Reports and Annual Report).
- Service activities, actions and budgets assigned in the Delivery Program delivered.

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 and non-government agencies, and 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 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 effectively communicated to all employees, contractors, volunteers and visitors.
- All required training completed, including induction for relevant personnel.

- Risk assessment documentation completed in line with legislative requirements, and reviewed at least annually.
- Participation in consultation process on record.

Values and Behaviours

PP&VA and its staff embody the following organisational values:

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 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 PP&VA and the community above personal goals. I uphold social justice principles.
Accountability	I take responsibility for decisions and actions, whatever the outcome. I ensure a safe and healthy workplace. I operate within delegations.
Honesty	I tell the truth and correct misinformation. I trust in our relationships. I ensure duties are undertaken in a lawful manner.
Leadership	I am creative and innovative. I inspire others 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 act objectively and base all decisions on merit and fact. I am consistent in the application of processes.
Openness	I am transparent and straightforward. I am able to discuss problems or concerns and give reasons for decisions. I share information appropriately. I am obliged to report wrongdoing.
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.