

# Role Description

## Associate Manager, Venue Services & Events



|                                       |                                                                                          |
|---------------------------------------|------------------------------------------------------------------------------------------|
| Department/Agency                     | Department of Creative Industries, Tourism, Hospitality and Sport/Museums of History NSW |
| Division/Branch/Unit                  | Museum Operations & Visitor Services Division / Commercial Engagement Team               |
| Role number                           | Various                                                                                  |
| Classification/Grade/Band             | Clerk Grade 7/8                                                                          |
| Senior executive work level standards | Not Applicable                                                                           |
| OSCA Code                             | 225113                                                                                   |
| PCAT Code                             | 2111492                                                                                  |
| Date of Approval                      | 21 August 2026                                                                           |
| Agency Website                        | <a href="http://www.mhnsw.au">http://www.mhnsw.au</a>                                    |

### Agency overview

Museums of History NSW brings together a portfolio of iconic museums, rich collections and heritage sites, the nation's oldest archive collection, vital recordkeeping services and expert staff.

We bring history to life by sharing the stories of our places and collections. Through the State Archives Collection, we manage NSW's official documentary heritage, supporting government transparency and the public's right to access information.

These two roles do not just sit side by side – they inform and enrich each other. By preserving and making accessible our places, collections and archives, we create opportunities for people to explore the past and better understand their own place in the world. By supporting lifelong learning and inviting people to come together, we promote civic literacy, empathy, wellbeing and belonging.

We believe that history belongs to everyone. This is the promise and the purpose of MHNSW.

Museums of History NSW is a state cultural institution, established under the Museums of History NSW Act 2022. It is an agency of the NSW Department of Creative Industries, Tourism, Hospitality and Sport (DCITHS).

### Primary purpose of the role

Manage the sales and operational delivery of commercial venue hire bookings and events across Museums of History NSW properties to meet the organisation's strategic goals around activating our sites; increasing visitation and driving significant self-generated revenue.

### Key accountabilities

- Manage the operational implementation of the annual venue hire policy and business plans to maximise occupancy and revenue across the different market sectors, with consideration to yield management; venue hire

pricing and guest numbers to meet annual budget targets for profit margins, commission revenue, and operating expenditure.

- Lead the management of venue hire protocols, site and event management processes and procedures for event sales and operations, internal stakeholders, clients, hospitality partners and third-party suppliers to meet conservation requirements, regulatory compliances including liquor licensing and WH&S (risk assessments and inductions).
- Manage day to day venue hire and event operations including diary management, external and internal stakeholder communication and event catering services across MHNSW properties, ensuring a seamless transition from sales to event delivery with exceptional customer and guest experience, while maximising profit
- Manage and grow the venue hire client base through an annual marketing and communications plan for business events, special events, wedding and filming and photography sectors to increase reach, revenue and repeat bookings.
- Lead day to day hospitality partners' sales and event delivery operations, with an objective to maximise venue hire bookings within MHNSW properties, and place MHNSW leads within leasehold spaces.
- Manage internal stakeholder relationships including providing venue activity reporting for wider operational awareness along with consultation, advice and direction on the delivery of events, building productive working relationships.

## Key challenges

- Operating within a public sector framework and cultural institution with allocated budgets to maximise self-generated income in a competitive external environment with the ability to implement and embed new policies and procedures across the agency.
- Planning and collaborating with staff across the agency to ensure any impact or risk from commercial venue activity is managed and minimised.
- Working in a complex and dynamic environment, managing workload and competing demands from internal and external stakeholders while delivering to the required income targets and customer service standards for venue hire bookings.

## Key relationships

### Internal

| Who                                | Why                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Manager, Venue Services & Events   | <ul style="list-style-type: none"> <li>• Receive strategic guidance and direction in relation to venue management objectives and wider commercial priorities of the agency.</li> <li>• Identify emerging issues/risks and their implications and propose solutions.</li> </ul>                                                                                                                                                      |
| Direct reports                     | <ul style="list-style-type: none"> <li>• Provide support and direction to in relation to key outcomes and objectives</li> <li>• Collaborate with to ensure the successful delivery of venue hire operations.</li> <li>• Act as a reference point and coach.</li> </ul>                                                                                                                                                              |
| Venue Services & Events Team       | <ul style="list-style-type: none"> <li>• Lead and direct venues services staff, including casual and contract staff, to optimise business levels and client retention and gain the cooperation of contractors, suppliers, hirers, and event organisers in the implementation of event operations and site management policies to deliver compliant commercial activities.</li> <li>• Act as a reference point and coach.</li> </ul> |
| Marketing & Communications Manager | <ul style="list-style-type: none"> <li>• Work collaboratively in the development and implementation of marketing strategies.</li> </ul>                                                                                                                                                                                                                                                                                             |

| Who                                                                           | Why                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Portfolios, Programming & Experience, Finance, Heritage and Collections Teams | <ul style="list-style-type: none"> <li>• Work collaboratively with relevant portfolio staff to ensure events are planned and executed successfully, with minimal risk and impact.</li> <li>• Work collaboratively with relevant portfolio staff to ensure that venues are maintained and presented to the highest standard to exceed client requirements and expectations.</li> <li>• Ensure accurate, timely and effective internal communication is maintained for all involved parties leading up to, during and post event.</li> <li>• 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.</li> </ul> |

## External

| Who                  | Why                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Hospitality Partners | <ul style="list-style-type: none"> <li>• Work proactively and collaboratively with hospitality partners to ensure hospitality packages, pricing, and service standards are competitive, meet market demand &amp; regulatory compliance, reflect MHNSW brand values and ensure client and customer expectations are exceeded.</li> <li>• Work collaboratively to promote and position Museums of History NSW as a leading provider of specialty premium and cultural venues.</li> </ul> |
| Clients              | <ul style="list-style-type: none"> <li>• To engage, lead and deliver outstanding event experiences through industry leading venue and hospitality services; providing basis for strong client retention to increase business levels and income.</li> <li>• Promote and position Museums of History NSW as a leading provider of specialty premium and cultural venues.</li> </ul>                                                                                                      |
| Industry             | <ul style="list-style-type: none"> <li>• Participate in industry associations, forums and events to exchange ideas, develop new relationships and profile MHNSW venue business.</li> </ul>                                                                                                                                                                                                                                                                                             |
| Suppliers            | <ul style="list-style-type: none"> <li>• Manage and develop strategic partnerships to deliver exceptional client and delegate venue experiences and maximise return to agency venues.</li> <li>• Promote and position Museums of History NSW as a leading provider of specialty premium and cultural venues.</li> </ul>                                                                                                                                                                |

## Role dimensions

### Decision making

- Takes active ownership of own work.
- Makes decisions on the suitability of venue hire bookings and negotiates with stakeholders to deliver complex requirements.
- Works both as part of a team and autonomously with limited supervision 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 delegation limits.
- Plans, prioritises, and meets strict deadlines and manages multiple projects simultaneously.
- Maintains records through the agency's databases and systems.
- Maintains efficient lines of communication.

### Reporting line

This role reports to the Manager, Venue Services & Events

## Direct reports

The following roles may report directly to the Associate Manager, Venue Services & Events, subject to operational requirements and business needs:

- Venue Services & Events Coordinator x 3
- Casual Event Supervisors x up to 10

## Budget/Expenditure

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

## Essential requirements

- Relevant tertiary qualifications in event management or business-related subject and or a minimum of 5 years or more experience in managing venues and commercial hospitality business activities.
- Experience and proven track record in implementing venue hire strategies to achieve strong profitable business growth, working to set budgets and targets.
- Superior leadership skills with the ability to effectively manage and motivate staff as part of a high-performing events team to deliver individual goals and organisational priorities.
- Proven experience in working within a cross-functional team environment with a strong commitment to high level of customer service.
- Ability to work collaboratively with a range of internal and external stakeholders, to build and maintain effective business relationships with team members, clients, suppliers and stakeholders.
- Superior negotiation and influencing skills with highly developed written and verbal communication skills with a commitment to customer service delivery.
- A working knowledge of sales, event diary booking and CRM systems.
- Willingness to work across and ability to travel to multiple work locations.
- Must hold a current NSW Driver's Licence
- Must hold a current First Aid & CPR Certificate
- Ability to undertake manual handling tasks such as lifting, carrying, bending and moving furniture and equipment around heritage sites.

## 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.

| Capability group/sets                                                                                    | Capability name                                                                                                           | Behavioural indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Level |
|----------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| <br>Personal Attributes | <b>Manage Self</b><br>Be persistent, self-reflect and commit to learning                                                  | <ul style="list-style-type: none"> <li>Keep up to date with contemporary knowledge and practices</li> <li>Seek and take advantage of opportunities to learn and apply new skills</li> <li>Commit to achieving challenging goals</li> <li>Seek and respond positively to constructive feedback and advice</li> <li>Examine and reflect on your performance</li> </ul>                                                                                                                                                                                                                                                                                                                 | Adept |
| <br>Relationships       | <b>Communicate Effectively</b><br>Communicate clearly, pay attention to others and respond with understanding and respect | <ul style="list-style-type: none"> <li>Tailor communication to suit the needs, backgrounds and perspectives of diverse audiences and address barriers to participation</li> <li>Clearly explain complex ideas and arguments to individuals and groups</li> <li>Create opportunities for others to contribute</li> <li>Share information with other teams and business units to enable informed decision-making</li> <li>Write clearly and concisely in a range of styles and formats</li> <li>Use contemporary communication channels to share information, engage and interact with diverse audiences</li> <li>Pay attention and encourage others to express their views</li> </ul> | Adept |
| <br>Relationships     | <b>Influence and Negotiate</b><br>Gain consensus and commitment from others, and resolve issues and conflicts             | <ul style="list-style-type: none"> <li>Negotiate from an informed and credible position</li> <li>Lead and facilitate productive discussions with staff and stakeholders</li> <li>Encourage others to share and debate ideas to help reach a consensus</li> <li>Recognise diverse perspectives and the need for compromise when negotiating mutually agreed outcomes</li> <li>Influence others with a fair and thoughtful approach and sound arguments</li> <li>Be sensitive and show understanding when resolving conflicts and differences</li> <li>Manage challenging relationships with internal and external stakeholders</li> <li>Anticipate and minimise conflict</li> </ul>   | Adept |
| <br>Results           | <b>Deliver Results</b><br>Achieve results by using resources efficiently and committing to quality outcomes               | <ul style="list-style-type: none"> <li>Use your own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes</li> <li>Ensure staff understand expected goals and acknowledge staff success in achieving these</li> <li>Identify the resources people need and ensure goals are achieved within budget and on time</li> </ul>                                                                                                                                                                                                                                                                                                              | Adept |

| Capability group/sets                                                                                        | Capability name                                                                                                | Behavioural indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Level        |
|--------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
|                                                                                                              |                                                                                                                | <ul style="list-style-type: none"> <li>Use business data to evaluate outcomes and inform continuous improvement</li> <li>Identify priorities that need to change and ensure the way resources are allocated meets new business needs</li> <li>Ensure you budget for and clearly state the financial impacts of new priorities</li> </ul>                                                                                                                                                                                                                                                                                                                                                     |              |
|  <p>Results</p>             | <b>Plan and Prioritise</b><br>Plan to achieve priority outcomes and respond flexibly to changing circumstances | <ul style="list-style-type: none"> <li>Consider the future aims and goals of the team, business unit and your organisation when prioritising work</li> <li>Set, prioritise, consult on and develop team and business unit goals, strategies and plans</li> <li>Anticipate, assess and respond appropriately to the impact of changes, including changes to government policy and economic conditions, on team or business unit goals</li> <li>Ensure current work plans and activities support and are consistent with organisational change initiatives</li> <li>Evaluate outcomes and adjust plans accordingly</li> </ul>                                                                  | Adept        |
|  <p>Business Enablers</p> | <b>Project Management</b><br>Understand and use effective ways to plan, coordinate and control projects        | <ul style="list-style-type: none"> <li>Research and analyse data at a basic level to inform and support the achievement of project deliverables</li> <li>Contribute to developing project documents and resource estimates</li> <li>Contribute to reviews of progress, outcomes and future improvements</li> <li>Identify when projects differ from their plans and tell your supervisor</li> </ul>                                                                                                                                                                                                                                                                                          | Intermediate |
|  <p>People Management</p> | <b>Manage and Develop People</b><br>Engage with and motivate staff, and develop their capability and potential | <ul style="list-style-type: none"> <li>Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes</li> <li>Adjust performance development processes to meet the diverse abilities and needs of individuals and teams</li> <li>Develop work plans that consider capability, strengths and opportunities for development</li> <li>Be aware of the effects of bias when managing team members</li> <li>Seek feedback about your management capabilities and develop strategies to improve on them</li> <li>Address and resolve team and individual performance issues, including unsatisfactory performance, promptly and effectively</li> </ul> | Adept        |

| Capability group/sets                                                                                         | Capability name                                                                                              | Behavioural indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Level        |
|---------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
|                                                                                                               |                                                                                                              | <ul style="list-style-type: none"> <li>Monitor and report on team performance in line with established performance development frameworks</li> <li>Develop positive relationships to ensure cultural safety and trust between team members</li> </ul>                                                                                                                                                                                                                                                                                                                                 |              |
| <br><b>People Management</b> | <b>Inspire Direction and Purpose</b><br>Communicate goals, priorities and vision, and recognise achievements | <ul style="list-style-type: none"> <li>Help the team or business unit to understand your organisation's strategic direction and explain the reasons behind decisions</li> <li>Ensure team and business unit goals achieve business outcomes that align with organisational policies</li> <li>Ensure team members understand how their activities create value for your organisation, customers and stakeholders</li> <li>Encourage team members to strive for ongoing performance improvement</li> <li>Recognise and acknowledge high performance in individuals and teams</li> </ul> | Intermediate |

## Complementary capabilities

*Complementary capabilities* are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identify 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.

| Capability group/sets                                                                                             | Capability name                       | Description                                                                                    | Level        |
|-------------------------------------------------------------------------------------------------------------------|---------------------------------------|------------------------------------------------------------------------------------------------|--------------|
| <br><b>Personal Attributes</b> | <b>Display Resilience and Courage</b> | Be open and honest, prepared to express your views, and willing to accept and commit to change | Intermediate |
| <br><b>Personal Attributes</b> | <b>Act with Integrity</b>             | Be ethical and professional, and uphold and promote the public sector values                   | Intermediate |
|                                | <b>Value Diversity and Inclusion</b>  | Be inclusive and respect diverse backgrounds, experiences and perspectives                     | Intermediate |



| Capability group/sets                                                                                           | Capability name                            | Description                                                                                      | Level        |
|-----------------------------------------------------------------------------------------------------------------|--------------------------------------------|--------------------------------------------------------------------------------------------------|--------------|
| <b>Personal Attributes</b>                                                                                      |                                            |                                                                                                  |              |
| <br><b>Relationships</b>       | <b>Commit to Customer Service</b>          | Provide customer-focused services in line with public sector and organisational objectives       | Adept        |
| <br><b>Relationships</b>       | <b>Work Collaboratively</b>                | Collaborate with others and value their contribution                                             | Adept        |
| <br><b>Results</b>             | <b>Think and Solve Problems</b>            | Think, analyse and consider the broader context to develop practical solutions                   | Intermediate |
| <br><b>Results</b>            | <b>Demonstrate Accountability</b>          | Be proactive and responsible for your actions, and follow legislation, policy and guidelines     | Intermediate |
| <br><b>Business Enablers</b> | <b>Finance</b>                             | Understand and apply financial processes to achieve value for money and minimise financial risk  | Intermediate |
| <br><b>Business Enablers</b> | <b>Technology</b>                          | Understand and use available technology to maximise efficiencies and effectiveness               | Intermediate |
| <br><b>Business Enablers</b> | <b>Procurement and Contract Management</b> | Understand and use procurement processes to ensure effective purchasing and contract performance | Intermediate |



| Capability group/sets                                                                                         | Capability name                   | Description                                                        | Level        |
|---------------------------------------------------------------------------------------------------------------|-----------------------------------|--------------------------------------------------------------------|--------------|
| <br><b>People Management</b> | <b>Optimise Business Outcomes</b> | Manage people and resources effectively to achieve public value    | Intermediate |
| <br><b>People Management</b> | <b>Manage Reform and Change</b>   | Support and champion change, and help others to engage with change | Intermediate |