

Role Description

Head of Marketing



Cluster	Creative Industries, Tourism, Hospitality and Sport
Department/Agency	Museums of History NSW
Division/Branch/Unit	Strategy & Engagement / Marketing & Communications
Location	Sydney
Classification/Grade/Band	Clerk Grade 11/12
Role number	50073683
ANZSCO Code	131112
PCAT Code	2111492
Date of Approval	April2026
Agency Website	www.mhnsw.au

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

The Head of Marketing leads the strategic direction and delivery of marketing across MHNSW, shaping how the organisation engages with audiences, visitors and stakeholders.

Through integrated marketing and membership strategies, the role drives awareness, visitation and participation across our places and programs, strengthening MHNSW's standing as a trusted and authoritative voice in the NSW cultural sector.

Operating within a complex and high-profile state cultural institution, the role leads compelling and engaging campaigns, digital content and media engagement to maximise reach and impact, safeguard organisational reputation, and ensure communications activity is coordinated, timely and aligned to strategic priorities.

Key accountabilities

- Shape and lead an integrated Marketing Strategy that defines positioning, priorities and resource allocation across MHNSW's exhibitions, public programs, collections and commercial activities.
- Lead the development of distinctive, audience-focused campaigns and content that showcase the richness of MHNSW's cultural offering and drive meaningful engagement and visitation.
- Oversee the membership function, supporting audience growth through targeted marketing strategies that increase acquisition, retention and engagement.
- Provide strategic leadership across digital content, editorial direction and multi-channel communications to ensure messaging is clear, contemporary, reliable and aligned across platforms.
- Lead proactive and reactive media strategy, including the management of sensitive and high-profile issues, while building and maintaining effective relationships with media, cultural institutions, government stakeholders and industry partners to enhance MHNSW's profile and influence.
- Establish performance objectives and evaluation frameworks for marketing initiatives, including membership performance, ensuring robust reporting and insights inform continuous improvement and executive oversight.
- Drive innovation in marketing and audience practice by identifying and adopting contemporary approaches, technologies and partnerships that enhance audience engagement and organisational impact.
- Lead, develop and manage high-performing marketing and membership teams, ensuring delivery within agreed budgets, timeframes and NSW Government governance and approvals frameworks.

Key challenges

- Navigating complex NSW Government approval processes and protocols, ensuring marketing and membership activities are aligned with policy expectations and organisational priorities.
- Managing planned campaign delivery alongside emerging issues within a dynamic and high-profile operating environment.
- Operating in a politically and reputationally sensitive environment, exercising sound judgement and disciplined messaging while coordinating multiple concurrent initiatives across sites and divisions, ensuring quality, consistency and timely delivery within public sector governance and budget frameworks.

Key relationships

Internal

Who	Why
Director, Strategy & Engagement	<ul style="list-style-type: none">• Align marketing and membership strategy and priorities with divisional and organisational objectives.• Provide strategic advice, performance updates and risk assessments.• Seek endorsement on high-profile, sensitive or strategically significant communications and campaigns.• Escalate reputational, governance or policy matters as required.
Direct reports	<ul style="list-style-type: none">• Provide leadership, direction and performance management.• Set clear expectations and foster accountability for delivery of agreed outcomes.• Support professional development and continuous improvement.

Executive leaders & business units	<ul style="list-style-type: none"> • Build collaborative relationships with executive leaders and business units to align marketing and membership activity with organisational priorities and executive direction. • Provide strategic advice and refined messaging on campaigns and stakeholder engagement approaches, incorporating executive feedback and perspectives. • Coordinate integrated delivery across programs, collections, visitor services and commercial functions, ensuring consistency and alignment at senior levels
MHNSW Board and Committees	<ul style="list-style-type: none"> • Prepare and provide reports, briefings and strategic communications advice as required. • Support executive preparation for Board-related communications and stakeholder engagement.
Staff across the agency	<ul style="list-style-type: none"> • Provide guidance on messaging, campaigns and audience engagement approaches. • Support teams to communicate initiatives in line with governance and brand standards.

External

Who	Why
Media, cultural, government, tourism organisations and agencies, industry and community stakeholders	<ul style="list-style-type: none"> • Develop and maintain strong professional relationships to enhance MHNSW's profile and influence. • Lead proactive engagement with media and external partners to promote key initiatives and institutional priorities. • Build strategic partnerships that extend reach, strengthen reputation and support visitation and participation outcomes. • Monitor external trends, public discourse and sector developments to inform communications strategy and risk management. • Represent MHNSW in external forums and provide accurate briefings, reports and messaging as required.

Role dimensions

Decision making

The Head of Marketing is accountable for the planning and delivery of the Marketing and Membership work program, ensuring alignment with organisational priorities and public sector obligations. The role exercises a high level of autonomy within delegated authority, leading campaigns, media activity and managing associated budgets and resources.

The role applies sound judgement in navigating government approval processes, government protocols and stakeholder sensitivities, escalating significant reputational, political or strategic risks as required. All decisions are made within NSW Government legislation, policy frameworks and governance requirements.

Reporting line

Director, Strategy & Engagement

Direct reports

Up to 6-8 direct reports

Budget/Expenditure

The position is accountable for the Marketing and Communications budget and must operate within the position's financial delegation and in accordance with MHNSW and NSW government finance policies and procedures.

Key knowledge and experience

- Extensive experience developing and delivering integrated marketing and communications strategies that strengthen organisational reputation and drive measurable engagement outcomes.
- Strong experience leading multi-channel campaign delivery, media strategy and digital communications within a complex organisation.
- Demonstrated experience managing sensitive or high-profile communications issues in a government, cultural or regulated environment.
- Proven ability to build stakeholder alignment across executive leaders, program teams, media and partners.
- Experience interpreting performance insights and campaign reporting to inform strategic decision-making and continuous improvement.
- Understanding of contemporary marketing practice, audience engagement trends and emerging digital platforms.

Essential requirements

- Tertiary qualifications in marketing, communications or a related discipline, or equivalent professional experience.
- Substantial senior leadership experience in marketing and communications, including leading and developing specialist teams.
- Demonstrated experience managing budgets and resources within public sector or comparable governance frameworks.
- Experience operating within government policy, approvals and legislative environments.
- Ability to exercise sound judgement in sensitive contexts.

Capabilities for the role

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



The capabilities are separated into focus capabilities and complementary capabilities

Focus capabilities

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

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

Focus capabilities

Capability group/sets	Capability name	Behavioural indicators	Level
 <p>Personal attributes</p>	<p>Act with Integrity</p> <p>Be ethical and professional, and uphold and promote the public sector values</p>	<ul style="list-style-type: none"> • Represent your organisation in an honest, ethical and professional way and encourage others to do so • Act professionally and support a culture of integrity • Identify and explain ethical issues and set an example for others to follow • Promote a workplace culture that values high ethical standards and behaviour • Act to prevent and report misconduct and inappropriate behaviour • Put strategies in place to manage and monitor conflicts of interest • Ensure that others are aware of and understand the legislation and policy framework within which they operate' 	Adept
 <p>Relationships</p>	<p>Communicate Effectively</p> <p>Communicate clearly, pay attention to others and respond with understanding and respect</p>	<ul style="list-style-type: none"> • Present with credibility, engage diverse audiences and test whether they understand you • Translate technical and complex information clearly and concisely for different audiences • Create opportunities for others to contribute to discussion and debate • Set an example by promoting information sharing across your organisation • Manage complex communications that involve understanding and responding to multiple and divergent viewpoints • Explore creative ways to share information and communicate with diverse audiences • Leverage insights from people with lived experience to shape communication and engagement strategies • Write clearly, concisely and persuasively in a range of styles and formats 	Advanced



Relationships

Work Collaboratively

Collaborate with others and value their contribution

- Encourage a workplace culture that values collaboration
- Communicate with other teams to improve information sharing
- Share lessons learned with other teams and business units
- Identify opportunities to collaborate with stakeholders, including people with lived experience, to develop better processes and solutions
- Actively use digital information platforms, collaboration tools and other digital technologies to share information and work with diverse audiences to solve problems and improve services
- Consider diverse cultural perspectives to provide insights into collaborative work

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Relationships

Influence and Negotiate

Gain consensus and commitment from others, and resolve issues and conflicts

- Negotiate from an informed and credible position
- Lead and facilitate productive discussions with staff and stakeholders
- Encourage others to share and debate ideas to help reach a consensus
- Recognise diverse perspectives and the need for compromise when negotiating mutually agreed outcomes
- Influence others with a fair and thoughtful approach and sound arguments
- Be sensitive and show understanding when resolving conflicts and differences
- Manage challenging relationships with internal and external stakeholders
- Anticipate and minimise conflict

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Results

Deliver Results

Achieve results by using resources efficiently and committing to quality outcomes

- Seek and apply the expertise of key individuals to achieve business outcomes
- Lead a culture of achievement and acknowledge others' input
- Determine how outcomes will be measured and guide others on evaluation methods
- Investigate and create opportunities to enhance the achievement of business objectives
- Make sure others understand the need for on-time and on-budget results and how success is defined
- Control business unit output to ensure government outcomes are achieved within budget and on time
- Progress organisational priorities and ensure resources are acquired and used effectively

Advanced



Results

Plan and Prioritise

Plan to achieve priority outcomes and respond flexibly to changing circumstances

- Understand the links between the business unit, your organisation and the whole-of-government agenda
- Ensure business plan goals are clear and appropriate and include contingency provisions
- Monitor how initiatives are progressing and adjust them as needed
- Anticipate, assess and respond appropriately to the impact of changes, including government policy and economic conditions, on business plans and initiatives
- Consider the implications of a wide range of complex issues and shift business priorities when necessary
- Support and lead your organisation through change, and evaluate processes and outcomes to inform future planning

Advanced



Results

Think and Solve Problems

Think, analyse and consider the broader context to develop practical solutions

- Make recommendations based on evidence by researching and critically analysing information and identifying interrelationships
- Anticipate, identify and deal with issues and potential problems that may impact organisational goals and the customer experience
- Think creatively to come up with new ideas to resolve issues and improve customer experience
- Seek input and ideas from people with different backgrounds and experiences
- Participate in and contribute to team or business unit initiatives to resolve common issues or barriers to effectiveness
- Identify and share business process improvements to enhance effectiveness
- Analyse data and information to identify insights and communicate findings in a clear and meaningful way

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Manage and Develop People

Engage with and motivate staff, and develop their capability and potential

- Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes
- Adjust performance development processes to meet the diverse abilities and needs of individuals and teams
- Develop work plans that consider capability, strengths and opportunities for development
- Be aware of the effects of bias when managing team members
- Seek feedback about your management capabilities and develop strategies to improve on them
- Address and resolve team and individual performance issues, including unsatisfactory performance, promptly and effectively
- Monitor and report on team performance in line with established performance development frameworks
- Develop positive relationships to ensure cultural safety and trust between team members

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Inspire Direction and Purpose

Communicate goals, priorities and vision, and recognise achievements


- Promote a sense of purpose, and help the team to understand your organisation's strategic direction and customers and stakeholder needs
- Translate broad organisational strategy and goals into tangible team goals and explain the links for the team
- Ensure team goals and outcomes fulfil government priorities and create value for customers and stakeholders
- Work to remove barriers to achieving goals





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Complementary capabilities

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

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

Capability group/sets	Capability name	Description	Level
 Personal attributes	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Adept

 Personal attributes	Manage Self	Be persistent, self-reflect and commit to learning	Intermediate
 Personal attributes	Value Diversity and Inclusion	Be inclusive and respect diverse backgrounds, experiences and perspectives	Intermediate
 Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Adept
 Results	Demonstrate Accountability	Be proactive and responsible for your actions, and follow legislation, policy and guidelines	Intermediate
 Business enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
 Business enablers	Technology	Understand and use available technology to maximise efficiencies and effectiveness	Adept
 Business enablers	Procurement and Contract Management	Understand and use procurement processes to ensure effective purchasing and contract performance	Intermediate
 Business enablers	Project Management	Understand and use effective ways to plan, coordinate and control projects	Adept
 People management	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept
 People management	Manage Reform and Change	Support and champion change, and help others to engage with change	Intermediate