

# Communications Branch

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Change proposal

4 November 2024



OFFICIAL

# Acknowledgement of Country



The Department of Creative Industries, Tourism, Hospitality and Sport acknowledges, respects and values Aboriginal peoples as the Traditional Custodians of the lands on which we walk, live and work. We pay our respects to Elders past and present.

We acknowledge the diversity of Aboriginal people and their ongoing connection to their country, waters and seas. We also acknowledge our Aboriginal and Torres Strait Islander employees who are an integral part of our diverse workforce.

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## 1. Why are we changing

- Background and principles
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# Change objectives

*Building on phase 1 of the realignment of the Corporate Services Division and Machinery of Government changes, phase 2 focuses on restructuring individual branches like Communications to better enable the department to deliver on government priorities while meeting budgetary constraints.*



## Change objectives

- Align our operations with the department's financial targets by optimising resources and reducing costs where possible.
- Rebalance services, ensuring they are fit for purpose and appropriately resourced.
- Enable delivery of government priorities and better serve Cabinet and government processes.
- Set up the department and our portfolio of agencies for long-term success.
- Build on existing capability and address service gaps.



# Foundational design principles

*Our redesign is guided by key principles to ensure the new structure is sustainable, customer-focused, resilient, future-proof, and optimises leadership effectiveness.*

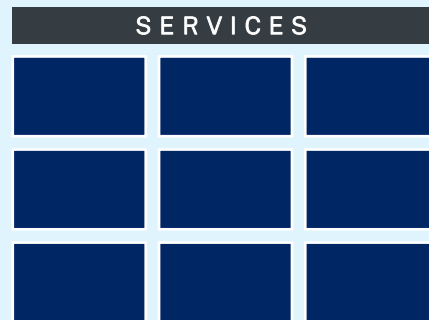
1	Sustainability	The design should not rely on the provision of contingent labour to deliver services.
2	Customer Portfolio Focused	The design should support our customers across the portfolio to deliver on government priorities.
3	Resilient	The design should mitigate against high risks to service delivery
4	Future Proof	Should be designed to deliver services immediately and to enhance capabilities and services in the future (a service maturity uplift/capability building plan should be included in the Finance Business plan after the design is implemented).
5	Strengthening Business Partnering	The design should be tailored to deliver appropriate, strategic support to the portfolio, focusing on matured business partnerships and a consistency of experience of partnership arrangements across corporate service functions.
6	Spans of control	The design should optimise spans of control and resource allocation to create an agile, efficient structure that responds dynamically to changing needs and ensures optimal performance across all corporate services functions.

# Approach to design

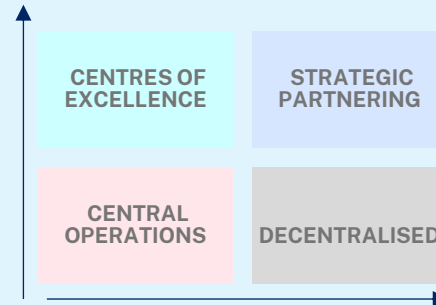
Designing a corporate services function requires a systematic approach with each step in informing the next one, creating a cohesive framework for delivering tailored and efficient corporate services.



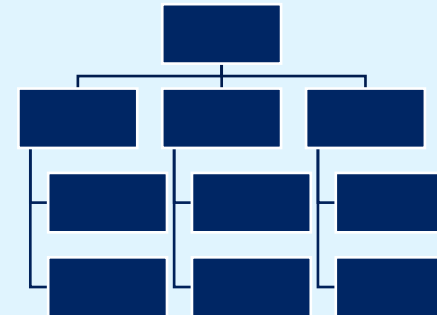
## 1. Define Catalogue of Services



## 2. Design Operating Model



## 3. Align Organisational Structure



## 4. Allocate Accountabilities and Capabilities

Draft Role Description		Creative Industries, Tourism, Hospitality and Sport
Director Media & Engagement		
Profile	Director Creative, Tourism, Hospitality and Sport	
Agency	Department of Creative Industries, Tourism, Hospitality and Sport	
Classification	Director Services/Media and Engagement	
Location	Statewide	
Classification/level	Level: Executive Level (Senior Band 1)	
Work Conditions	Director/Professional, Flexible	
Industry Code	99999	
PSAT Code	99999	
Level of service	Director/Professional	
Agency Details	99999	

**Agency overview**  
As the Department of Creative Industries, Tourism, Hospitality and Sport we bring vibrancy to NSW by growing our creative industries and workforce, driving economic and digital skills outcomes, ensuring a responsible, hospitable, secure, and joyful site, culture and sport at the heart of our communities.

**Together we:**

- Create social and economic opportunities for the state
- Support the creation of jobs across the creative, visitor and experience economies
- Promote the NSW brand, stories and culture
- Drive innovation through creative, campaigns and social experience development
- Activate our agencies and creative economies to create unique experiences and community spaces
- Deliver a vibrant and responsible hospitality, liquor, racing and gaming environment
- Support NSW's live cultural industries to ensure access for all, create contemporary experiences and facilities and promote the state's diverse cultural assets and history.

**Primary purpose of the role**  
Lead, champion and deliver strategic, proactive and responsive needs and strategic internal engagement, communication, customer and partner relationship management programs and achievements as well as identify and mitigate associated issues.

The role is an expert in needs, communication, and stakeholder engagement and leads a team responsible for high quality, innovative and engaged media and engagement outcomes.

The role operates in a fast-paced and sensitive environment.

**Key accountabilities**

By aligning the organisational structure with the operating model and service catalogue, we can ensure that the corporate services function is well-positioned to meet the needs of customers and contribute to overall portfolio success.

# Proposed Service Catalogue



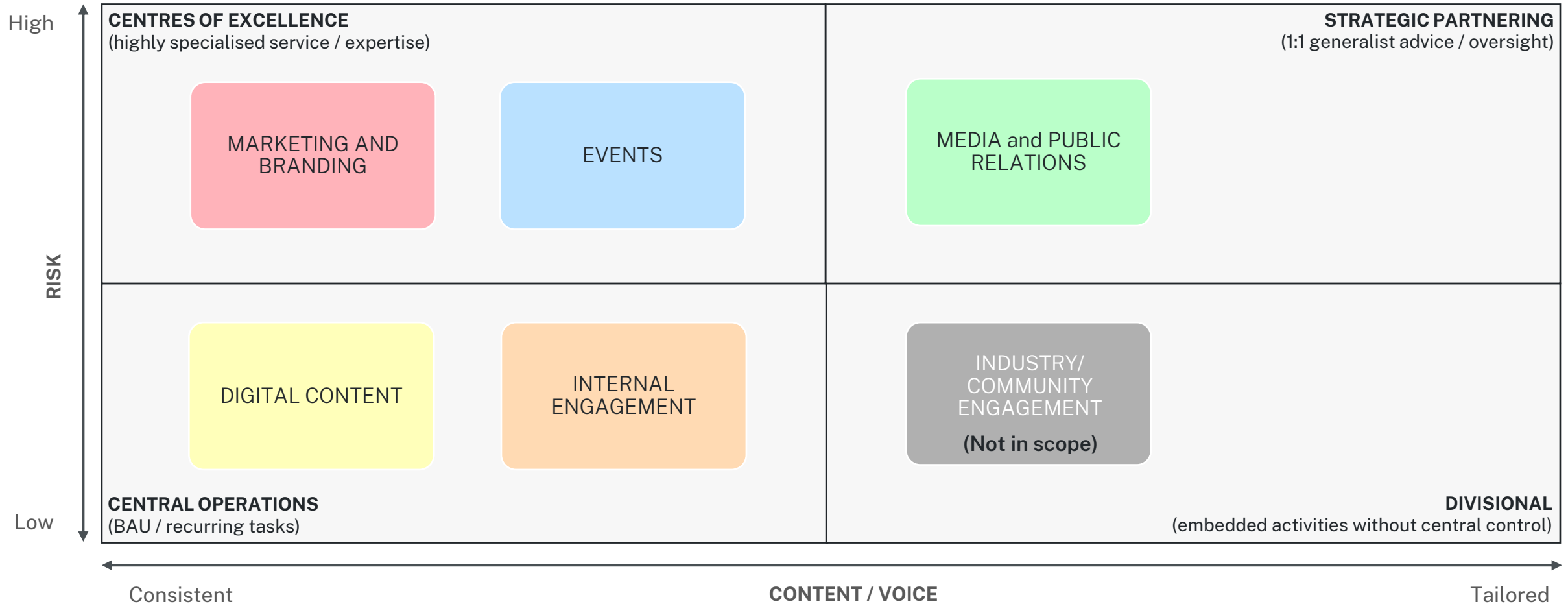
Our service catalogue is being refined to adopt a lighter touch approach by discontinuing certain central business-as-usual tasks and focusing on enhancing core services, introducing new focus areas to better meet the evolving needs of our customers.

## COMMUNICATIONS SERVICES

MARKETING AND BRANDING	EVENTS	DIGITAL CONTENT	MEDIA AND PUBLIC RELATIONS	INTERNAL ENGAGEMENT
Marketing campaign development and execution	Project management of key external events	Videography/ photography	Proactive media – media releases and announcements	Leadership messaging
Advertising coordination	Event curation and delivery	Graphic design	Media event briefings and speaking points	Intranet management
Brand strategy and architecture	Logistics and supplier management	Digital asset editing and production	Reactive media statements, briefings	Change communications
Public engagement and marketing impact analysis	Management of portfolio-wide projects	Copywriting	Media monitoring and reporting	Internal campaigns (e.g. PMES)
Sponsorship management	Event design and strategy	Website updates and management	Presentation and public speaking training	Staff engagement (e.g. leader emails)
Brand exemptions		Social media curation, moderation and reporting	Portfolio media coordination	Staff events
		Social media management and central advice		
		Department messaging and narrative		

# Proposed Operating Model

Our proposed operating model shifts the balance of centralised communication functions toward strategic centres of excellence, balancing the decentralised approach for industry engagement and content creation.







# Proposed Functional alignment

*Aligning our teams based on their specialised functions enhances efficiency, ensures consistent messaging, and allows us to better coordinate our content creation and strategic communications efforts.*

## Communications Branch

### Marketing and Branding

Coordination and delivery of marketing services for customers.

#### Key services

- Marketing campaign development and execution
- Advertising coordination
- Brand strategy and architecture
- Sponsorship management
- Graphic Design

#### Indicative 2025 Deliverables

- Support for 20 marketing campaigns per year
- Brand exemptions and renewals
- Graphic design of publications
- Banners, flyers, printed material, digital promotion
- Print and digital advertising
- Some ad-hoc projects within resourcing capacity
- Sponsorship agreements and renewals

#### Key outcomes

- Strategic coordination of department marketing activities
- Oversight of sponsorship activities to ensure governance/compliance with policies
- Data driven decisions
- Economies of scale with inhouse SME's

### Events

Specialises in planning, coordinating, and executing events to effectively promote initiatives and enhance stakeholder engagement.

#### Key services

- Project management of key external events
- Event curation and delivery
- Logistics and supplier management

#### Indicative 2025 Deliverables

- 1 large, 1 medium, 5 small events per year (core team)
- Additional with surge capacity

#### Key outcomes

- Successful delivery of high-quality events aligned with departmental objectives
- Enhanced stakeholder engagement through impactful events
- Adaptable event strategies to meet fluctuating demand and resource availability

### Digital Communications and Content Production

Development and distribution of digital and design content and services for customers.

#### Key services

- Videography/ photography
- Digital asset editing and production
- Copywriting
- Website updates and management
- Social media management and central advice
- Industry newsletters
- Department messaging and narrative

#### Indicative 2025 Deliverables

- Corporate narrative and speaking point support
- 20 videography / photography projects per month
- Management of 8 websites, including uploads/updates
- Departmental social community of practice

#### Key outcomes

- Economies of scale for specialist services
- Fit for purpose content production
- Mitigate risk for outsourcing on sensitive comms

### Media and Public Relations

Strategic advice and delivery of content/ services for DCITHS divisions and the NSW Government. Aligned by Division.

#### Key services

- Proactive media – media releases and announcements
- Reactive media statements, briefings
- Media monitoring and reporting
- Presentation and public speaking training
- Portfolio media coordination

#### Indicative 2025 Deliverables

- Multiple media releases, responses, holding points per week

#### Key outcomes

- Clear, timely and accurate PR advice for Executive/Ministers
- Communications aligned with NSW Government priorities
- Strategic partnering with divisional engagement teams

### Internal Engagement

Creation and delivery of communication content and services for internal stakeholders and customers to support effective engagement with department staff.

#### Key services

- Leadership messaging
- Intranet management
- Change communications
- Internal campaigns (e.g. PMES)
- Staff engagement (e.g. Leader emails)
- Staff events

#### Indicative 2025 Deliverables

- Intranet for Department, H&R
- 1-2 in-person department events per year
- 3-4 Secretary online town-hall events/yr & fortnightly email
- Divisional DEPSEC messages
- Monthly People Leaders & fortnightly Ops Essentials
- Change comms & internal campaigns

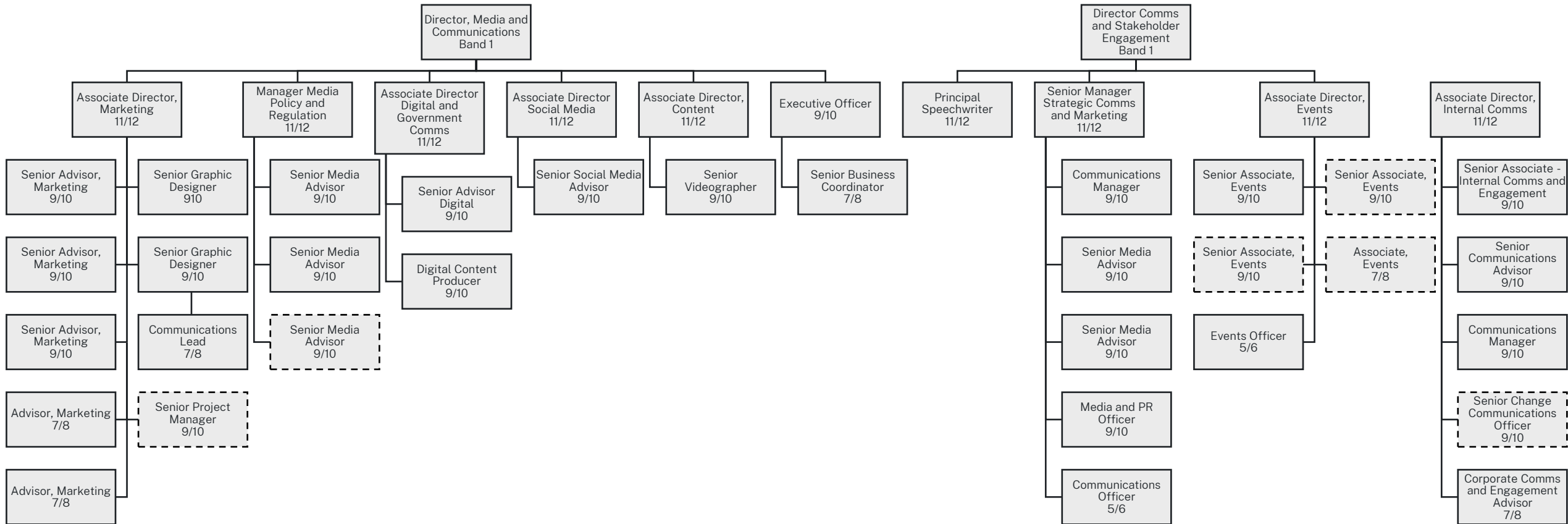
#### Key outcomes

- An engaged and informed workforce
- Positive culture
- Compliance with policies
- Alignment of messaging across Department



# Interim structure

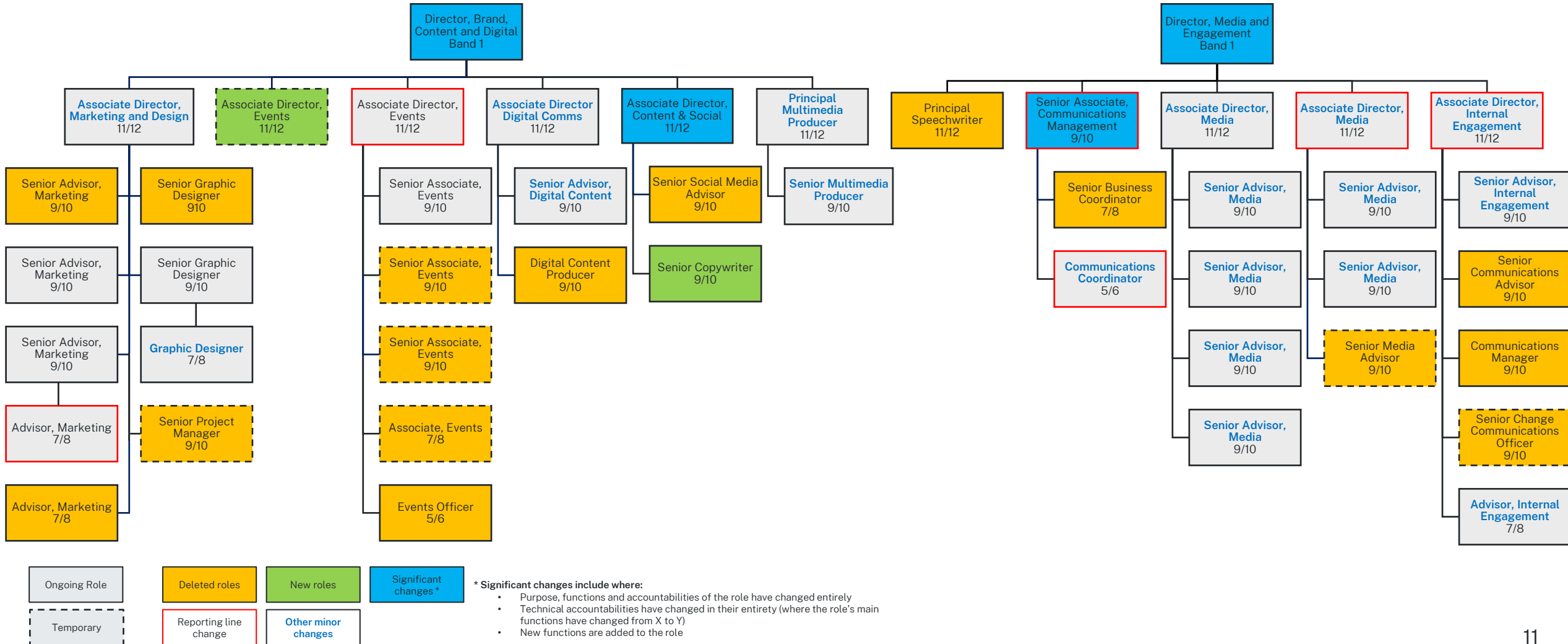
Our current structure features 24H/Create media, events, and speechwriting in one team; and H&R media, social media, content, digital, marketing and graphic design in another; with internal communications operating independently – highlighting areas for improved alignment and efficiency.





# Proposed changes to interim structure

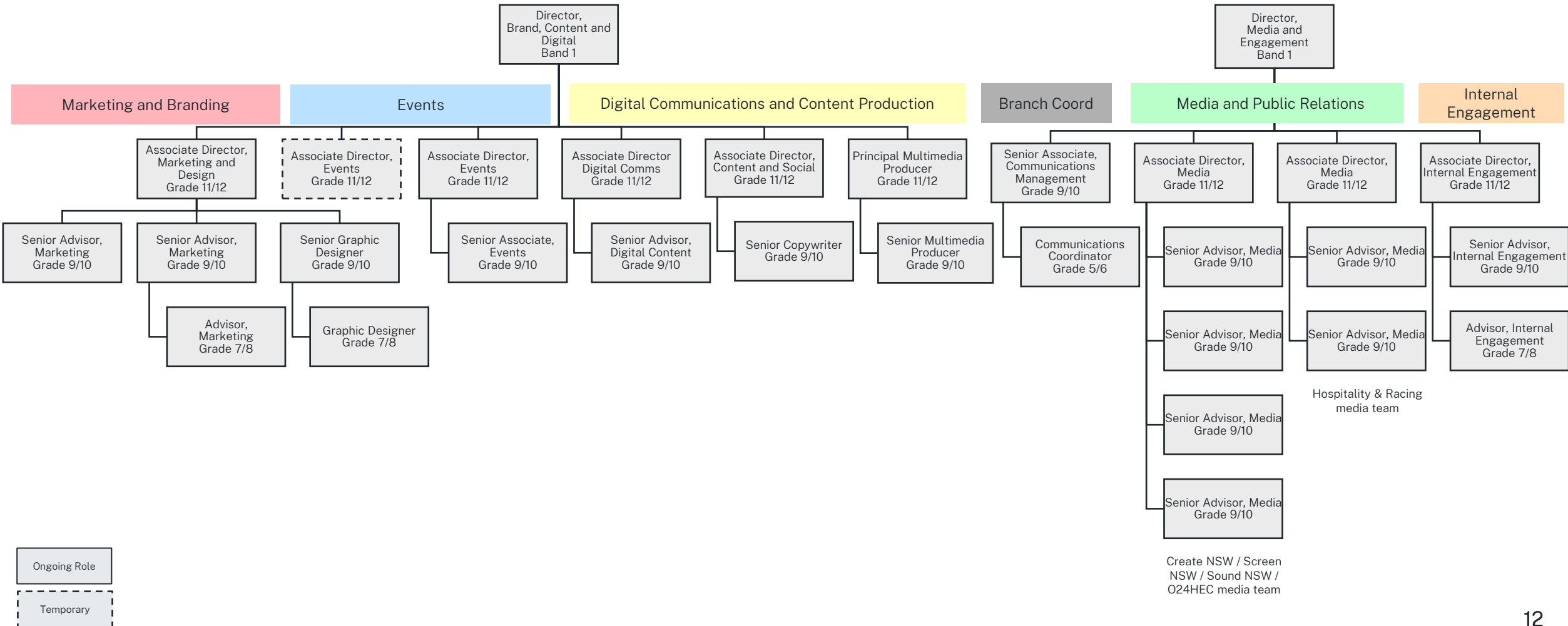
The proposed change involves redefining roles, streamlining services, and aligning our structure to focus on key customer groups, enhance centres of expertise, and reduce dependence on temporary staff – all while maintaining essential services and meeting budgetary targets.





# Proposed structure

The proposed structure includes reporting line changes and updated role descriptions to better align with the revised service catalogue. This structure retains functional expertise at the Associate Director level, while grouping together teams under two directors in a single branch to foster collaboration, alignment of effort and consistency of messaging.



# Impact assessment



*Understanding the impact of these changes allows us to support our team effectively, ensuring a smooth transition while being mindful of the diverse effects on different team members while aligning with our budgetary obligations. The proposed structure results in a net decrease of 9 ongoing roles.*

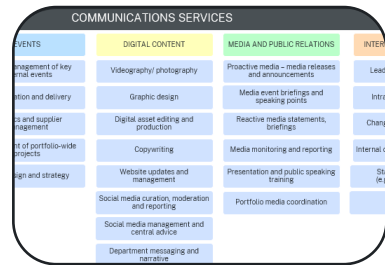
	Current roles	Roles being deleted	Roles being created	Net difference	Proposed roles
Ongoing Clerk Grade 3/4	0	0	0	0	0
Ongoing Clerk Grade 5/6	2	-1	0	-1	1
Ongoing Clerk Grade 7/8	5	-2	0	-2	3
Ongoing Clerk Grade 9/10	20	-6	+1	-5	15
Ongoing Clerk Grade 11/12	9	-1	0	-1	8
<b>Subtotal non-Exec</b>	<b>36</b>	<b>-10</b>	<b>+1</b>	<b>-9</b>	<b>27</b>
Ongoing Senior Executive Band 1	2	0	0	0	2
Ongoing Senior Executive Band 2	0	0	0	0	0
<b>Subtotal Senior Executive</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>
<b>TOTAL ongoing roles</b>	<b>38</b>	<b>-10</b>	<b>+1</b>	<b>-9</b>	<b>29</b>
<i>Temporary roles</i>	6	-6	+1	-5	1
<b>TOTAL all roles</b>	<b>44</b>	<b>-16</b>	<b>+2</b>	<b>-14</b>	<b>30</b>



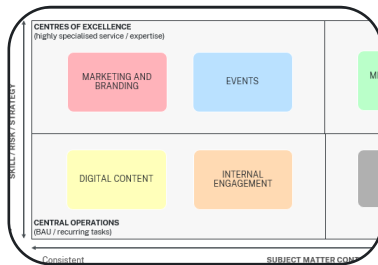
# Consultation

Consultation on the proposed new structure runs from **Monday 4 November to Friday 15 November 2024**. During that time, we will seek employee feedback on the service catalogue, operating model, structure and role descriptions.

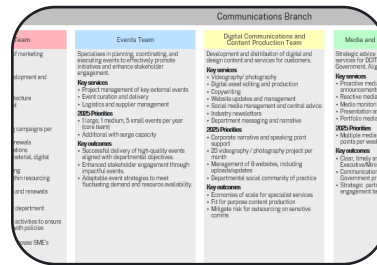
## Seeking feedback on:



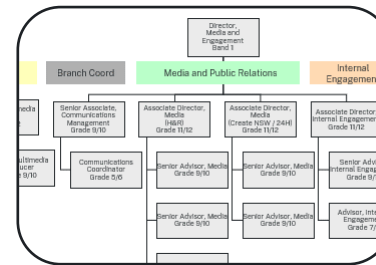
Service Catalogue



Operating Model



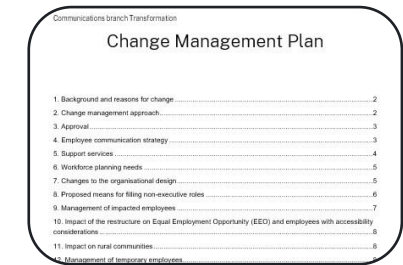
Functional Alignment



Organisational Structure



Role Descriptions



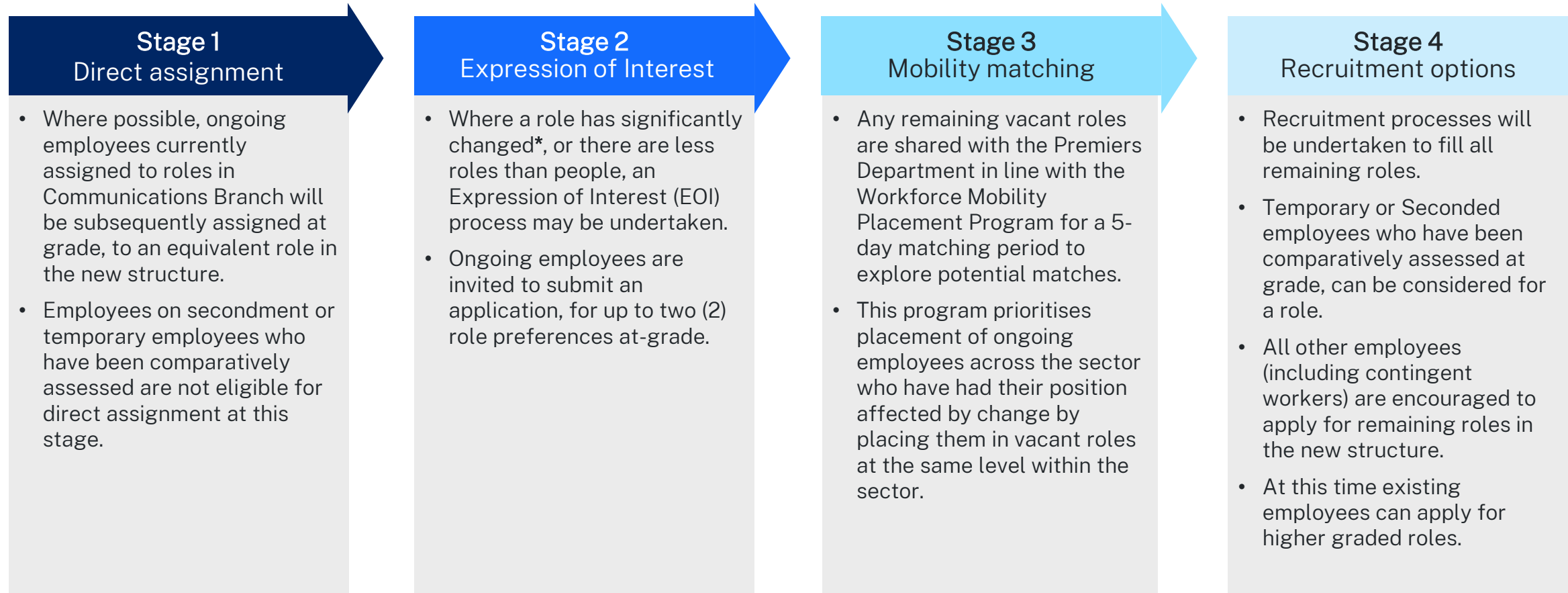
Change Management Plan

Employees can:

- Take the opportunity to provide feedback on the proposal via the [feedback form](#).
- Check the Change Hub to stay up to date on key dates and activities and to find the latest FAQs.
- Email [ODS\\_corporateservices@dciths.nsw.gov.au](mailto:ODS_corporateservices@dciths.nsw.gov.au) with any questions not covered by the FAQs or need an individual response.
- Talk to your Director if you have any questions.

# Filling our structure

There are four methods that may be used to place people into roles in the new structure. The exact process for our branch will be confirmed following consultation.



**\* Significant changes include where:**

- Purpose, functions and accountabilities of the role have changed entirely
- Technical accountabilities have changed in their entirety (where the role's main functions have changed from X to Y)
- New functions are added to the role

# Support for you throughout this change

Throughout the transition, you can find further information, career guidance, support, and provide feedback, through the resources below:



Visit the Change Hub



Check out the  
Frequently Asked  
Questions (FAQs)



Employee Assistance  
Program (EAP)  
Organisation code: DDCITHS



Contact People and  
Capability Support:  
[peopleandcapability@  
dciths.nsw.gov.au](mailto:peopleandcapability@dciths.nsw.gov.au)

## Your People & Capability Business Partnering Team

Name and Role Title	Email
Andrew Gillis, Associate Director Business Partnering	<a href="mailto:andrew.gillis@dciths.nsw.gov.au">andrew.gillis@dciths.nsw.gov.au</a>
Collins Boykin, Senior Business Partner	<a href="mailto:collins.boykin@dciths.nsw.gov.au">collins.boykin@dciths.nsw.gov.au</a>



Skills training will be available for people who would like information on transitioning in their career and offer practical information for writing a best practice resume and interview skills.





# Next steps

We are committed to run an equitable and efficient process, considering staff feedback and ensuring all staff have certainty of their outcomes before the end-of-year closedown.

	4 – 15 November	From 18 November*	December*	2025*
Employee Consultation	<p><b>Feedback period (2 weeks)</b></p> <p>★ Comms All Staff Branch Meeting – Start of consultation</p>	<p><b>Revisions</b></p> <p>★</p>	<p>Comms All Staff Branch Meeting – Share consultation outcomes</p>	
Filling the new structure		<p>★</p> <p>Direct Assignments (Stage 1)</p>	<p><b>Internal EOI at grade</b></p> <p>★</p> <p>EOI Outcomes (Stage 2)</p>	<p>★</p> <p>New structure go-live</p> <p><b>Mobility matching and recruitment for vacant roles (Stages 3 &amp; 4)</b></p>
Impacted employees				<p><b>Impacted employees enter Mobility Pool for matching (8 wks)</b></p>

\* Dates TBC

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