



Create NSW Transformation

Change Management Plan

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DRAFT FOR CONSULTATION

1. Background and reasons for change

1.1 Scope

This Change Management Plan (CMP) applies to all non-executive roles within Create NSW.

1.2 Context

Creative Communities, launched in December 2023, is NSW's 10-year integrated policy for the arts, culture, and creative industries.

Create NSW must reflect the Government's priorities, as outlined in *Creative Communities*, in the work it does and how it collaborates with others in advocating, developing, connecting and delivering sustainable investment in a vibrant and equitable arts and culture sector, alongside thriving creative industries.

This focus drives the following case for change at Create NSW:

- Strengthened strategy and policy integration to ensure a rigorous approach to driving Creative Communities across the Whole of Government, assuring timely delivery of strategies and supporting Government initiatives; including legislative reforms.
- Strategically aligned sector and community engagement, including prioritising First Nations engagement, to develop and deliver programs with high impact for arts, culture and creative industries. Building a practice of research, data and evaluation to advocate for the value of the creative economy and generate evidence in support of new program development or refinement.
- Centralising grants management to optimise our grant governance processes.
- Prioritising securing spaces and place activation to identify existing spaces suitable for near-term creative use and collaborating to adapt and/or optimise this space.
- Optimising Create managed properties for creative use and connecting more with public audiences.
- Focusing market engagement and project management skills for new capital interventions and to support active government investments in cultural infrastructure.

To achieve these outcomes, we need to ensure that our structure and resourcing aligns to the government's priorities and can be delivered within budget. Across DCITHS, we are also working to align with the government's election commitment to public sector-wide savings measures, including targets to achieve a leaner senior service and remove duplication.

In response to these factors, we need to restructure the way our teams and resources are allocated across Create NSW.

1.3 Objectives

The proposed structure will:

- Rebalance and align services to ensure they are fit for purpose, resourced effectively, and focused on strategic investment to drive impact.
- Enable delivery of government priorities and support informed decision-making, using research and insights to enhance efficiency and innovation.
- Prepare the department and portfolio agencies for long-term success through focused investment in government-owned creative spaces, ensuring sustainable sector growth.
- Build on existing capability and address service gaps by leveraging data-driven insights and fostering collaboration for better problem-solving and equity.

- Develop and implement a future structure for Create NSW which is aligned with FY26 budget allocations.

2. Change management approach

The following principles underpin the approach to managing employees throughout the restructure:

- Regular, open consultation with employees and unions.
- Adherence to public sector policy and legislation.
- Implementation of fair, transparent and accountable processes.
- Appropriate information and support mechanisms for employees to assist understanding of the process and to assist in transition.
- Where possible, look to maximise opportunities for employees to be directly assigned to available roles or to be redeployed.

3. Approval

The Minister has granted approval to proceed with the change program, as per the first step of the *Agency Change Management Guidelines 2011*. The Secretary, DCITHS will approve the implementation of this Change Management Plan following consultation with the union, employees and key stakeholders.

4. Employee communication strategy

The DCITHS Executive Leadership team and Corporate Services are committed to:

- Assisting employees to understand the rationale for the restructure and the impact of the change;
- Holding meetings with affected employees;
- Conducting employee briefings and team meetings to discuss issues and answer questions;
- Ensuring all employees can either directly approach or email the dedicated points of contact with questions relating to the restructure; and
- Consulting with the Public Service Association (PSA) – noting that the PSA will be provided with a copy of this Change Management Plan.

The Communication Strategy for the change includes several components. The timeline for implementation of the Communication Strategy has been developed in accordance with the proposed timetable for the Change Management process which is outlined below.

The phases for the Communication Strategy are, as follows:

PHASE	ACTION
Pre-consultation	<ul style="list-style-type: none"> • Consulting with the Public Service Association through meetings and correspondence as required. • The Executive Director, Create NSW will be speaking with senior leaders in the Create NSW division to pre-brief on the launch of consultation.
Consultation	<ul style="list-style-type: none"> • Conducting branch meeting for all Create NSW division, employees, led by the Executive Director Create NSW, outlining the proposed changes. • Emailing all division employees with information on the proposed restructure with links to documents and information on the Change Hub. • Contacting all employees on leave to advise of the proposed changes and share the Consultation Pack and Change Management Plan. Invite feedback during consultation phase.

PHASE	ACTION
	<ul style="list-style-type: none"> • Senior Leaders holding meetings with their teams to discuss the proposal and answer questions from team members. • Responding to questions about proposed structural changes and change processes during the consultation period. • Updating Change Hub on the DCITHS Intranet at the launch of consultation and throughout the consultation period.
Post-consultation	<ul style="list-style-type: none"> • Speaking directly with senior leaders in Create NSW to share consultation outcomes. The pre-brief will cover the final structure, employee impacts, and what leaders need to do to support their teams. • Briefing all division employees to confirm finalised structure and share: <ul style="list-style-type: none"> ○ Feedback received throughout consultation and what has been done to address it ○ Rationale for and impacts of any changes. ○ Timetable for implementing the changes. • Emailing all division employees announcing the outcome of consultation and the final structure, linking to information and documents on the Change Hub. • Holding meetings with their teams to discuss the final structure and answer questions from team members. • Updating Change Hub on the DCITHS Intranet to include Consultation Outcomes Report (including final org charts), next steps, and key dates for implementation.

5. Support services

DCITHS is committed to providing comprehensive support services to affected employees. “Affected employees” are ongoing employees whose roles have been deleted or substantially altered because of the reorganisation and become excess if they are not placed in a role within the new structure.

A range of support and information will be provided for affected employees:

5.1 Career transition support

All employees, including temporary and casual employees, have access to the Employment Assistance Program (EAP) delivered by Converge International. All employees are eligible for 6 free sessions per year as part of the EAP program. The EAP program includes a Career Assist component which includes career development and planning, resume and job seeking assistance, interview skills and vocational counselling. Further information about the Career Assist Program can be found at www.convergeinternational.com.au.

5.2 Manager Assist and People Manager Support

All people managers have access to Manager Assist delivered by Converge International which provides coaching advice to assist with people management issues including change advice. All employees are eligible for 6 free sessions per year as part of the EAP program.

A Leaders’ Toolkit focusing on supporting change has also been developed which includes short online courses in job seeking skills development to uplift people manager capabilities to support their teams.

5.3 Employee Assistance Program (EAP)

The Employee Assistance Program (EAP) facilitated by Converge International is a confidential and professional counselling service and is available to all employees. Employees can access the EAP by phoning 1300 687 327 for confidential appointments and enquiries. Further information about EAP counselling services can be found at: www.convergeinternational.com.au.

5.4 Skills for career transition and navigating change

One-hour sessions will be available to equip participants with the skills required to transition in their career and offer practical information for writing a best practice resume and interview skills.

Additional sessions will be offered to build employee capability for navigating change and ambiguity. These sessions are intended as general support and advice during periods of significant change.

5.5 Superannuation and general financial advice

Employees are encouraged to seek independent financial advice relating to the accessing of superannuation and the treatment of tax for redundancy payments. The Department will work flexibly with employees who may be required to attend appointments during business hours.

If requested People & Capability Business Partners and/or advisors will meet with affected employees during the consultation period and provide ongoing support and respond to questions or concerns.

Employees are encouraged to also speak with their leader and/or People and Capability to discuss any questions or concerns about the Change Management Plan.

6. Workforce planning needs and impact on services and functions

The new proposed structure and functional alignment includes the below.

Program Development & Delivery

The Program Development & Delivery Team is accountable for inclusive and equitable engagement with creative communities; innovating to enhance arts and cultural sector experiences in accessing whole of government services and managing ways to capture program impacts to ensure programs deliver measurable outcomes that align with government priorities

Policy and Strategy

The Policy and Strategy Team collaboratively develops strategies to support the key principles and objectives of the Creative Communities Policy, supporting the vibrancy, growth and sustainability of arts, culture and creative industries. The team manages alignment with government priorities and leads cross-government collaboration.

Grants Management

The Grants Management Team oversees the administration of grants programs, ensuring they are delivered transparently, efficiently, and in alignment with government standards. The team plays a critical role in driving compliance and ensuring that government investments achieve intended outcomes.

Research, Data & Evaluation

The Research, Data & Evaluation Team provides critical insights and evidence-based recommendations to inform decision-making for Creative Economy strategy and program development. The team also ensures that the value and impact of programs and policies are rigorously evaluated and communicated.

Securing Spaces & Space Activations

Dedicated functions for securing suitable space for creative practice and activating spaces through programming & partnerships. The teams will play a critical role in identifying, securing and refurbishing cultural spaces, and delivery of innovative activation initiatives to transform spaces into dynamic and vibrant hubs for the arts, cultural and creative industries.

Property & Asset Management

The Property & Asset Management Teams provides strategic asset management, heritage advice, tenancy and facility management services for Create NSW's property portfolio.

Creative Capital Projects

The Creative Capital Projects Team provides advice to support government's capital investment decisions for cultural infrastructure and where directed manages project delivery. The team also provides an oversight and assurance function for community projects that have received an infrastructure grant from Create NSW.

Executive and Business Services

The Executive and Business Services Team provides governance coordination, reporting, and communication services for Create NSW's effective operations.

Refer to **Appendix A** for further detail regarding the service catalogue and proposed structure.

7. Changes to the organisational design

Organisational charts showing the current and proposed Branch structure are provided at **Appendix A**.

The table below shows ongoing employees who are covered under the Clerical and Administrative Award (or equivalents), compared to roles at the same level in the proposed future structure.

Impact to Clerical and Administrative Roles

Grades	Current Roles	Ongoing employees	Proposed roles	Impact - ongoing employees to proposed roles	Impact of current roles to proposed roles
Grade 3/4	3	3	4	+1	+1
Grade 5/6	10	9	10	+1	0
Grade 7/8	26	26	16	-10	-10
Grade 9/10	24	22	24	+2	0
Grade 11/12	23	20	11	-9	-12
Sub Total non-Exec*	86	80	65	-15	-21
PSSE Band 1	5	5	2	-3	-3
PSSE Band 2	1	1	1	0	0
PSSE Band 3	0	0	0	0	0
Sub Total PSSE	6	6	3	-3	-3
TOTAL	92	86	68	-18	-24

*Data verified on 16 June 2025

It is anticipated that there will be a reduction of 21 ongoing non PSSE roles as a result of the proposed restructure. A significant number of roles will be impacted by a change in terms of their purpose, function or accountabilities.

8. Proposed means for filling non-executive roles

Roles will be filled in accordance with the prevailing rules and protocols in place under:

- The *Government Sector Employment Act 2013 (GSE)*
- The *Government Sector Employment (General) Rules 2014* and relevant transitional arrangements
- DPC Directive D2011-014 Agency Change Management Guidelines
- Workforce Mobility Placement Policy 2024
- DPC Directive D2011-007 Managing Excess Employees and MEE Advice no's 1, 2 and 3.

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Under the GSE Act, employees do not own a 'role'. Instead, employees are initially employed in a classification of work and level (e.g. clerk grade 7/8) and thereafter may be assigned to roles based on organisational needs and their capabilities.

The placement process that will be used to fill the positions in the new structure is detailed below:

Stage 1	Eligible employees are directly appointed (where possible).
Stage 2	Eligible employees will be invited to submit an Expression of Interest for roles
Stage 3	Remaining vacant positions to be sent to Workforce Mobility Placement Team
Stage 4	Remaining positions to be filled through standard recruitment practices.

Eligible employees for Stages 1 and 2 include:

- Ongoing non-executive Create NSW employees at the equivalent grade for the available role(s);
- Temporary employees and employees on talent pools for higher grades will be eligible to apply for roles at stage 4- Standard Recruitment

8.1 Stage 1: Direct Assignment

Where possible, eligible employees will be subsequently assigned at grade. Specifically, where a role is comparable and there are fewer or the same number of employees as roles, eligible employees will be directly assigned to a role in the new structure.

Employees will be advised if they have been directly assigned to a role in the new structure via formal notification.

8.2 Stage 2: Expressions of Interest (EOI)

An expression of interest (EOI) process will be undertaken for Clerk Grades 5/6, 7/8, 9/10 and 11/12 roles.

The EOI process will include an assessment of the capabilities, experience, and knowledge of the employee against the pre-established standards for the role to determine the person best suited to the requirements of the role and the needs of the organisation.

Employees must demonstrate that they:

- Meet the essential requirements of the role as detailed in the role description; and
- Meet the focus capabilities to the appropriate level as detailed in the role description as applied to the nature and context of the work to be performed.

Ongoing at grade employees who do not express an interest in a role through the EOI process may still be assigned to any remaining role in the new structure. The Department reserves the right to assign an employee in any role that remains unfilled at grade.

The internal merit-based assessment process is detailed below.

Step 1: Submit an application

- An Expression of Interest (EOI) form will be shared with all employees via the Change Hub.
- EOIs will be open for two weeks.
- Eligible employees are invited to submit an application for up to two roles, at grade. Applications should include a resume.

Step 2: Assessment of application

- A panel will review each EOI and assess the employee's suitability for their preferred roles.

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- In determining suitability for a role, the panel may seek clarification on the person's capabilities, experience and knowledge for the role.
- Interviews may be undertaken to gain a better understanding of the applicant's capabilities and their suitability for the role(s).

Step 3: Outcome

- All employees will be notified of the outcome of their EOI.
- Employees who are assigned to a role will be advised of the outcome and provided with a letter confirming details of their new assignment, including the effective date.
- Employees who are not assigned to a role during this process will be notified. Feedback will be provided to employees if requested.

8.3 Stage 3: Workforce Mobility Placement

The NSW Government is committed to retaining valued and skilled employees and facilitating workforce mobility. The NSW Government Workforce Mobility Placement Policy was introduced to create a streamlined, whole of Government approach to retaining talent, optimising usage of employee capabilities, facilitating mobility, and reducing recruitment and redundancy expenditure.

Prior to a vacant role being filled, all agencies must report the vacant role to the Workforce Mobility Placement team to undertake a matching process and identify whether the role is a match for any at-grade impacted employee across NSW Government.

If there are no matches at the completion of the matching process period (five days), the standard recruitment process can commence.

Where a match is identified, the employing agency must undertake a capability review for the matched employee. Dependent on the outcome, either the employee will progress, or standard recruitment process can commence.

8.4 Stage 4: Standard Recruitment

Roles not filled through the EOI process or workforce mobility will be referred to People & Capability for recruitment under *Government Sector Employment Rules 2014*.

9. Review of promotional decisions

Employees assigned to roles in Stage 1 in this Change Management Plan are not eligible to request a review of a promotional decision under Rule 24 of the *Government Sector Employment Rules 2014*.

Rule 24 of the *Government Sector Employment (General) Rules 2014* provides that a Public Service non-executive employee (the relevant employee) may request a review of the promotion decision, where a role has been externally advertised and a comparative assessment has taken place.

A request for the review of a promotion decision may only be made on the grounds that any part of the selection process for the role concerned was irregular or improper. The review is not a review of the merit of the relevant employee for the role.

A request for the review of a promotion decision:

1. Must be in writing to the Secretary of the Department in which the role to which the promotion decision relates and is to be carried out; and
2. May only be made within the period of 10 business days after the relevant employee is advised of the promotion decision.

If a request for the review of a promotion decision is made, the engagement of the other employee in the role to which the decision relates cannot be implemented until the review has been completed.

10. Management of impacted employees

Affected employees who are not assigned to roles and have exhausted their employment opportunities in the Change Management Plan will have access to the Workforce Mobility Placement Program, which includes priority consideration for roles across the Public Sector. Each impacted employee is placed into the program for eight (8) weeks and their People and Capability Business Partner will work with them through this program.

Any employees not placed in a role by the end of the mobility period will be declared excess and managed in accordance with the *Managing Excess Employees 2011* policy. Employees will be notified in writing when they are to be declared excess.

11. Impact of the restructure on Equal Employment Opportunity (EEO)

It is not anticipated that there will be an overall adverse impact on EEO as a result of the restructure.

A dedicated First Nations Programs team is included in the proposed structure and will contain identified roles.

Employees will also be offered additional support from P&C during the organisational change process.

12. Impact of the restructure on employees with accessibility considerations

It is believed that the restructure will not impact on any employees with accessibility considerations.

Any employees who are on a leave of absence due to workers compensation or sick leave will be consulted by management on the change and will be considered for employment opportunities if they express an interest. These employees will be contacted by phone, email or in person and they will be able to provide feedback through the same channels.

13. Impact on rural communities

There is no impact on rural or regional communities with less than 5,000 people.

14. Management of temporary employees

Each temporary employee's situation will be managed on an individual case basis and a People and Capability Business Partner will consult with each temporary employee.

15. Contact details

Transformation Team

For all enquiries, please email Change@dciths.nsw.gov.au.

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