

Destination NSW

Change Proposal

September 2025

Acknowledgement of Country

Destination New South Wales 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 we are changing

Why we are changing

In 2024, a review of the *NSW Visitor Economy Strategy 2030* was initiated and as a result of this work, the *NSW Visitor Economy Strategy 2035* has been developed. The Strategy sets a bold new stretch goal of \$91 billion in visitor expenditure annually by 2035, along with critical demand and supply-side drivers, including 8.5 million additional airline seats, 150,000 new jobs, and over 40,000 new accommodation rooms.

Underpinned by five strategic pillars, the *Visitor Economy Strategy 2035* aims to:

- Make it easier for visitors via better investment, partnerships and workforce capability;
- Attract more visitors through compelling destination marketing and storytelling;
- Drive growth through a world-class events calendar;
- Focus on immersive, high-value visitor experiences; and
- Use data and insights to inform decision-making across the visitor economy.

A supporting Visitor Economy Action Plan has been prepared. This internal, whole-of-government document outlines key responsibilities and areas of work for Destination NSW and other agencies, drawing on both the Strategy and the broader findings of the 2024 strategy review.

In parallel the Destination NSW's budget allocation was modestly reduced and is contingent upon several critical matters, including:

- Completion of a whole-of-agency functional review;
- Reporting to government in the mid-year review on key issues, particularly those relating to the events portfolio.

Why we are changing

The focus as outlined in the Visitor Economy Strategy drives the following case for change at Destination NSW:

- Refocus organisational structure around strategy delivery
- Strengthen event delivery
- Improve efficiency and strategic oversight of marketing functions
- Consolidate and align product, regional and industry development functions
- Clarify and streamline event assessment and evaluation processes
- Elevate corporate strategy, policy and research functions
- Improve governance, risk, legal and compliance
- Strengthen stakeholder and partner engagement
- Reshape executive and corporate services
- Secure organisational sustainability and long-term funding certainty.

To achieve these outcomes, Destination NSW structure and resourcing needs to align to the government's priorities and can be delivered within budget.

In addition, the Department of Creative Industries, Tourism, Hospitality and Sport 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.

Our guiding objectives and principles



Our guiding objectives and principles

Services

We provide a range of services to our customers and stakeholders to implement effective policy supporting the whole of product lifecycle.

Functions

Our functional pillars represent the logical split of services into initial organisational groupings.

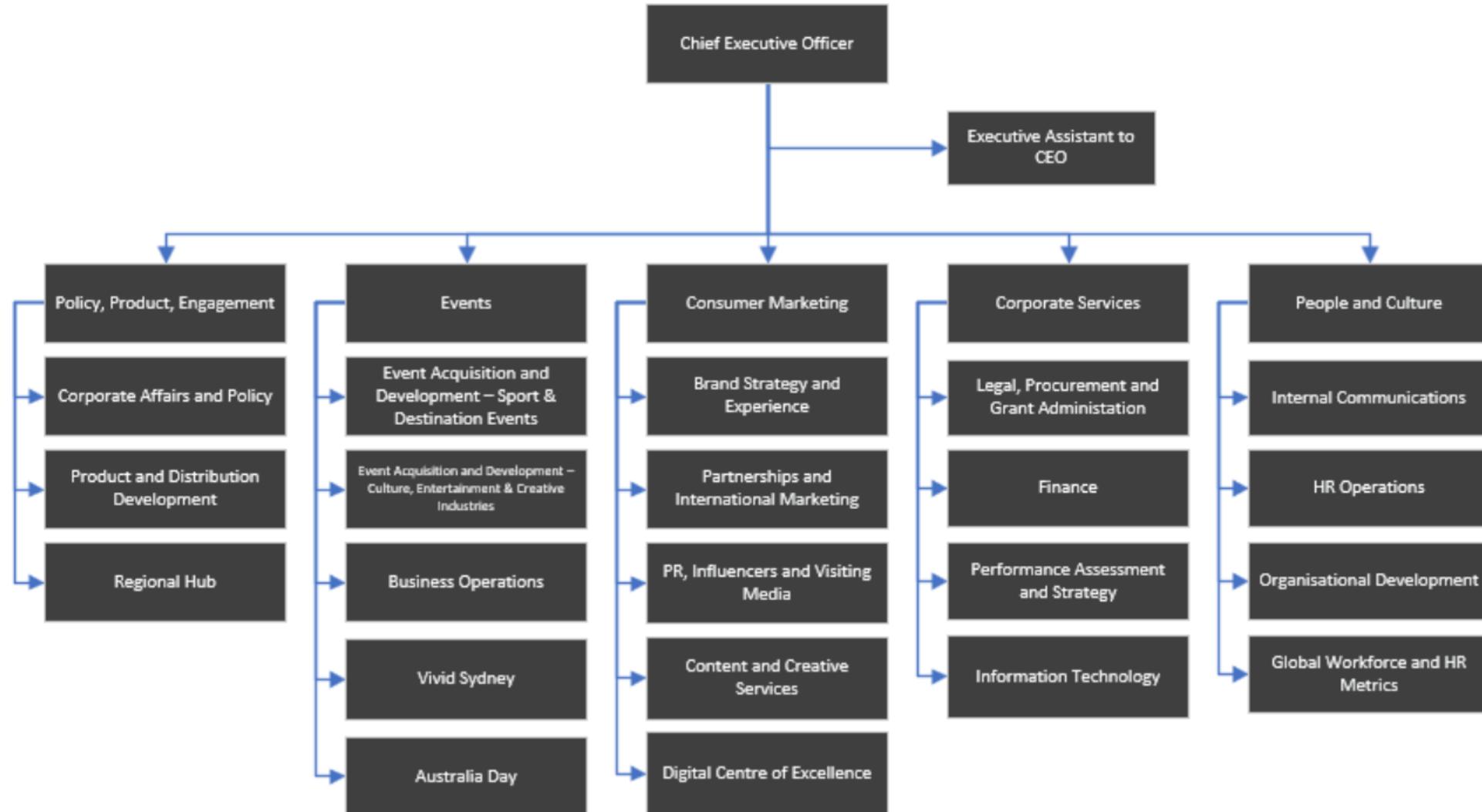
Organisational Structure

Our organisational structure represents the divisions, teams and roles required to deliver the service functions.

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What is changing

Current structure



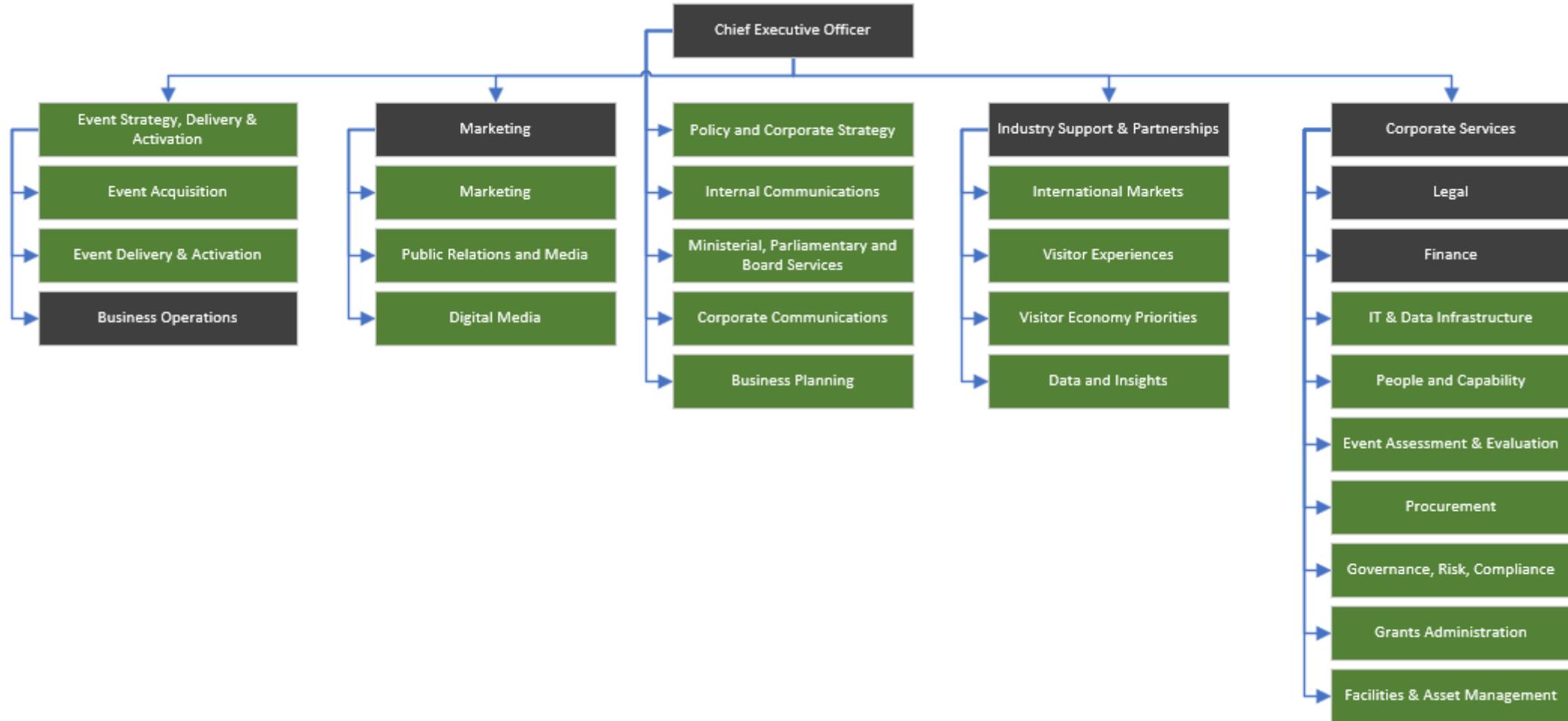
Proposed new functions

Chief Executive Officer – Destination NSW

Lead Destination NSW to implement policy and deliver strategic programs, and initiatives that align with the Visitor Economy Strategy 2035. The Chief Executive Officer provides strategic leadership, fosters collaboration, and ensures Destination NSW achieves its objectives. Through focused and equitable investment, policies, strategies and programs, the Chief Executive Officer ensures alignment with state and national priorities while delivering tangible benefits to communities across NSW.

Strategy, Policy and Communications	Events	Industry Support and Partnerships	Marketing	Corporate Services
<ul style="list-style-type: none"> • Policy and Corporate Strategy • Corporate Reporting • Corporate Communications • Internal Communications • Ministerial, Parliamentary and Board Services 	<ul style="list-style-type: none"> • Event Acquisition • Event Delivery • Event Development • Event Activation 	<ul style="list-style-type: none"> • Product and Industry Development • Strategic Partnerships and Engagement • Visitor Economy Priorities • Regional Visitor Economy Support • Western Sydney Visitor Economy Support • Data and Insights 	<ul style="list-style-type: none"> • Destination Marketing • International Marketing • Event Marketing • Brand Management • Public Relations • Digital Media 	<ul style="list-style-type: none"> • Finance • Legal • Governance, Risk and Compliance • Procurement • People and Capability • IT and Data Infrastructure • Grants Administration • Facilities and Asset Management • Event Assessment and Evaluation

Proposed structure



Proposed changes to structure

Existing structure

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Change impacts

SUMMARY OF IMPACTS

Grades	Current Position in existing structure	Proposed Positions to be delimited	Proposed positions to added	Positions in proposed structure	Impact of current positions to proposed positions	Employees in impacted positions
General Clerk	0	0	1	1	+1	0
Grade 3/4	6	-3	0	3	-3	-1
Grade 5/6	23	-4	1	20	-3	-1
Grade 7/8	63	-6	6	63	0	-4
Grade 9/10	53	-10	14	57	+4	-2
Grade 11/12	42	-8	8	42	0	-6
Sub Total non- PSSE*	187	-31	30	186	-1	-14
PSSE Band 1	14	-9	4	9	-5	-8
PSSE Band 2	4	-1	1	4	0	-1
PSSE Band 3	1	0	0	1	0	0
Sub Total PSSE	19	-10	5	14	-5	-9
TOTAL	206	-41	35	200	-6	-23

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What is next

Your input is important

Insert links



- Consultation on the Change Management Plan begins on 18 September 2025 and will continue until 2 October 2025.
- Take the opportunity to provide feedback about the proposed new structure:
 - By emailing: change@dnsw.com.au
 - By submitting your feedback via the Destination NSW Change Hub
- Regularly check the DNSW Change Hub as your go-to resource to stay up-to-date on key dates and to find the latest FAQs. If you can't find your answer there, send it through to change@dnsw.com.au

Consultation – What’s involved?



What is consultation?

- Consultation is a period of time when we will be in the process of communicating the proposed changes with affected staff and other stakeholders (e.g. unions) to keep them informed of the changes and the impact of the roles
- During this time, staff will be able to provide feedback on the proposed changes, and this will be considered and incorporated where appropriate, into our final changes



When is the consultation period?

Thursday 18 September – Thursday 2 October



What is my role in the consultation process?

- Staff members are encouraged to ask questions, seek information, provide feedback and discuss any matters pertaining to their own personal circumstances with their respective Directors, as required
- Staff should review the proposed changes to understand the changes and provide comment or ask further questions
- Managers of team members who are absent from their substantive roles are required to ensure that this information is shared with them

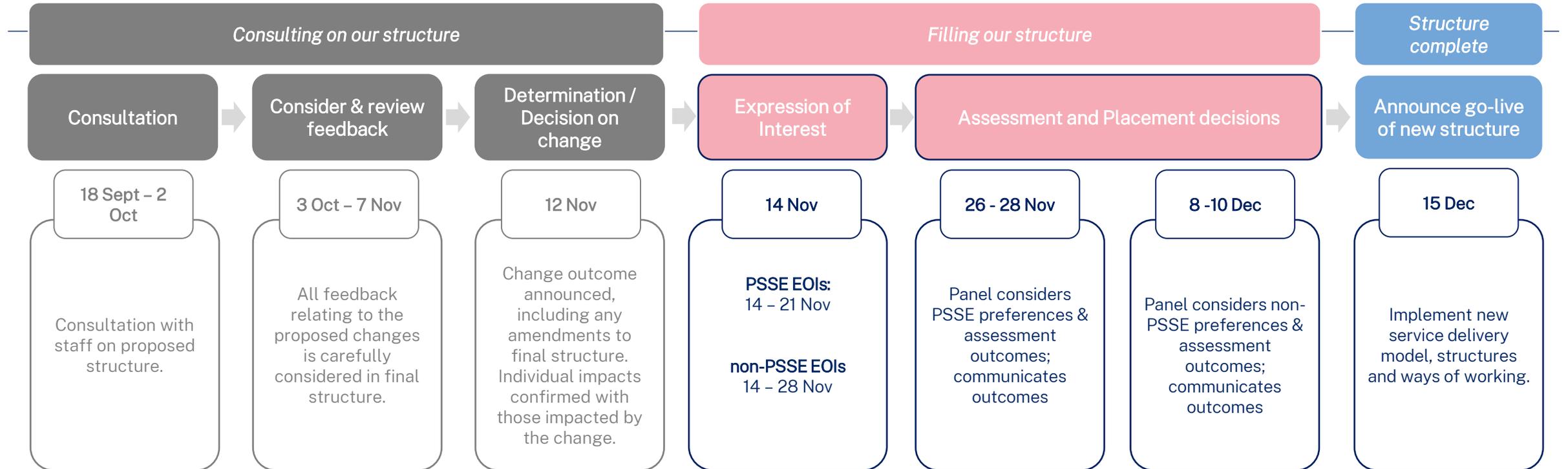


How do I give feedback?

- During the consultation period, the following opportunities are available to staff to understand the change and provide feedback:
 - A consultation Feedback Form is available for you to provide your feedback
 - The leadership team will be available where required
 - People & Culture will be available to discuss your questions



Next steps



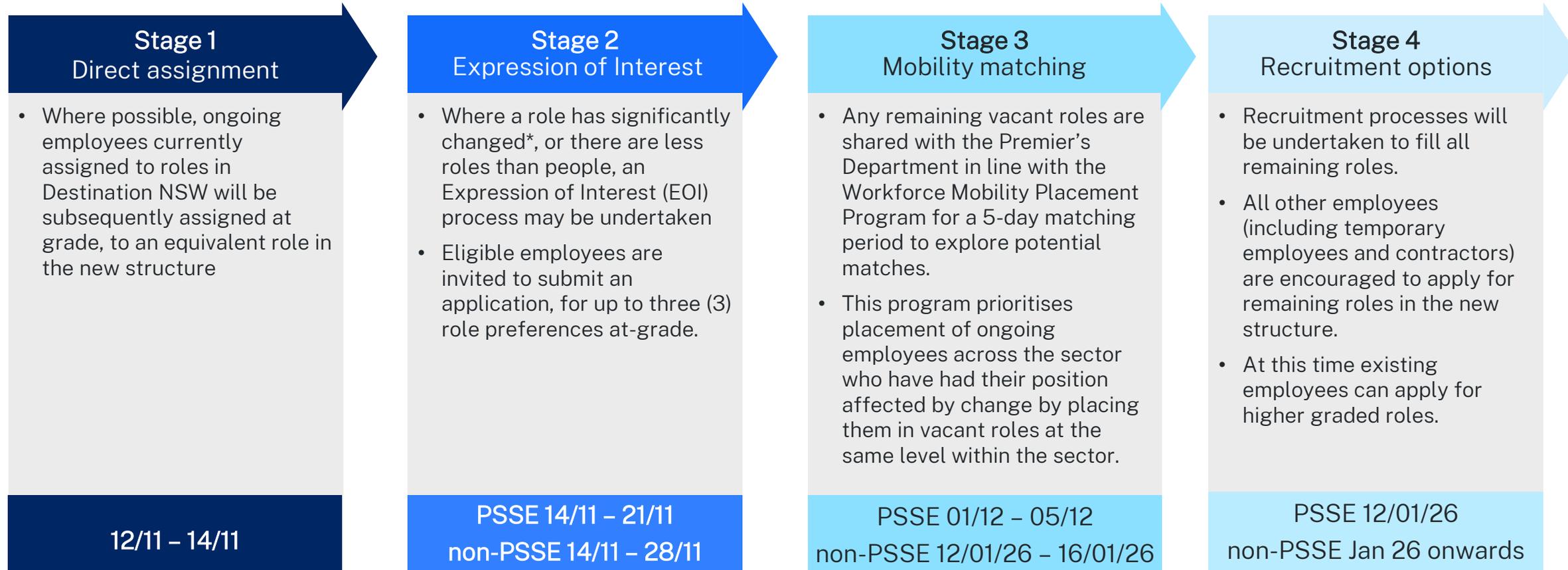
Recruitment

Note: remaining vacant roles may be filled via alternate recruitment mechanisms



Filling our structure

There are four methods that may be used to place people into roles in the new structure. The exact process for DNSW 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

Team members absent during consultation

It is the relevant leader's responsibility to ensure those who are absent from the workplace are advised of the proposed changes and other relevant information once consultation commences.

Temporary Assigned (within DNSW)

Ongoing team members who are Temporarily Assigned to other roles within Destination NSW will be required to participate in the Change process based on their substantive role.

Secondment (outside of DNSW)

Ongoing team members who are seconded outside Destination NSW can participate in the Change Process process and be assigned to a role. If an employee is assigned to a role during the Change process, then the employee will likely be required to end their secondment and take the position at DNSW. Leaders are required to reach out to ensure that information on the restructure/change is passed on.

Planned Leave

Team members taking, or considering, planned leave (other than Parental Leave) should speak with their manager and provide contact details for when they are on leave. If already on planned leave, leaders are required to reach out to ensure that information on the restructure/change is passed on.

Parental Leave

Team members on Parental Leave may wish to participate in the Change Process and be assigned to a role whilst continuing their parental leave. Leaders are required to reach out to ensure that information from today is passed on.

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Support for you

Support for you

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)
1300 687 327 (Aus)
+61 3 8620 5300 (Int'l)



Contact DNSW
Change:
change@dnsw.com.au



Union
psa@psa.asn.au
megan.bridge@dnsw.com.au
colin.vuong@dnsw.com.au



Sessions will be available for people who would like information on the change plan and offer practical information for writing a best practice resume and interview skills.

Support for you



	Where & When	Audience	Facilitator
EAP Support	All day, Thursday 18 September Ground Floor DNSW Head Office 24/7 support online and over the phone	All staff – drop in as needed	Converge International
Change drop in sessions	Friday 19 September (online) <ul style="list-style-type: none"> 11am - Impacted staff 2pm - People Leaders Tuesday 23 September (online) <ul style="list-style-type: none"> 10am - All staff Wednesday 24 September (online) <ul style="list-style-type: none"> 2pm - All staff Thursday 25 September (online) <ul style="list-style-type: none"> 10am - All staff 	Impacted staff People leaders All staff All staff All staff	DNSW P&C via Teams
Understanding the EOI Process	Tuesday 28 October (online) <ul style="list-style-type: none"> 11.30am – PSSE staff Thursday 30 October (online) <ul style="list-style-type: none"> 10.30am – Non-PSSE staff 	PSSE Non PSSE	DNSW P&C via Teams

The following courses will be offered to support the change: Leading through change, Working through change, Preparing your cover letter and resume and Preparing for interviews.



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Annexes

1 Process ANNEXES

- A. Expression of Interest Form
- B. Expression of Interest Process – non-PSSE
- C. Expressions of Interest Process – PSSE
- D. Redeployment and Redundancy

1A

Expressions of Interest Form

Expression of Interest (EOI) Form

The EOI form will be available from:

- non-PSSE employees: 14 November and close 5pm, 28 November
- PSSE employees: 14 November and close 5pm, 21 November

Eligible employees are invited to express an interest in a role via the EOI form where they are required to:

- Nominate up to three (3) preferences for available roles
- Upload a copy of your current CV
- Provide responses to three questions:
 - * How do your skills and knowledge align to the role?
 - * How do you meet the essential requirements of the role?
 - * How do you meet the focus capabilities of the role?
- You will be able to provide responses for each role you apply for, of up to 200 words per question.

Eligible employees will also have the opportunity to:

- Provide any relevant information for consideration during the placement process (e.g. specific flexible working arrangements)

The information submitted will be provided to the Panel for use in the assessment process.

1B

Expressions of Interest (EOI) Process non-PSSSE Employees

Eligibility and assessment processes

EOI process – non-PSSE

You are eligible to submit an EOI if...

- You are an ongoing non-PSSE Destination NSW employee at the equivalent grade for the available role(s);

You are not eligible for the EOI process if:

- You are a non-PSSE employee with a temporary contract
- You are an employee temporarily assigned to a role in Destination NSW from another Group within the Department
- You are an employee seconded to a role without a comparative assessment in Destination NSW from another NSW Government agency
- You are a contingent worker assigned to a non-executive role within Destination NSW.

Those not eligible for EOI will be considered for remaining roles utilising standard recruitment mechanisms:

- Any remaining roles will be filled via Workforce Mobility Placement Program or a GSE compliant recruitment process.

EOI high level process overview – non-PSSE

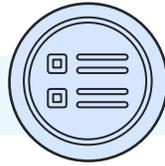


1. EOIs opens 14 November

EOIs open and communications will be sent out advising employees of how to apply.

Employees submit EOI with their role preferences, CV and responses to focus questions.

EOIs will close on 28 Nov.



2. EOIs assessed 1 December onwards

People & Culture will collate and record all EOIs against new roles.

Applications will be reviewed by the hiring General Manager and a P&C representative against pre-established standards: key knowledge and experience; essential requirements; and focus capabilities.



3. EOIs completed 5 December

EOI process finalised, and outcomes approved by the CEO.

Subsequent assignment letters will also be signed by the CEO.



4. Outcome 8 - 10 December

General Managers will notify employees of successful/unsuccessful outcomes.

Successful employees will be notified of the outcome by a letter.

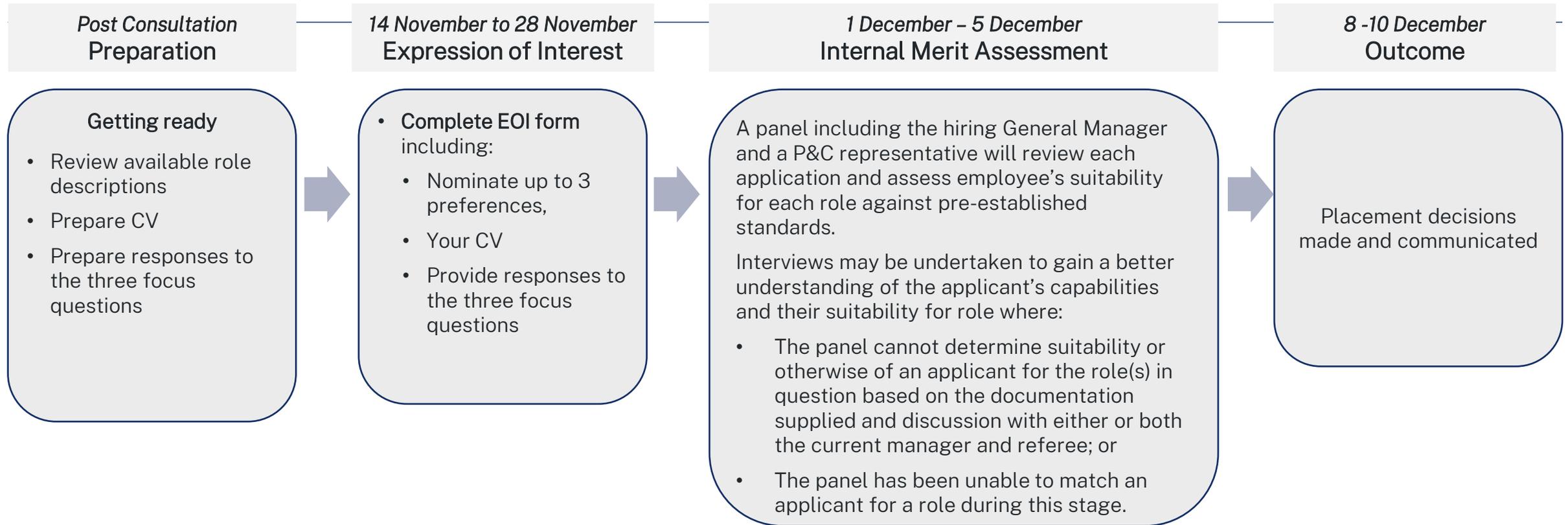
Employees who are not successful will be notified of the outcome and options discussed.



5. Mobility 15 December onwards

Employees who are unsuccessful will commence the mobility process for a period of 10 weeks. During this period employees will work with DCITHS P&C to find employment across the NSW Public Sector.

Employee journey – what to expect (non-PSSE)



1C

Expressions of Interest (EOI) Process - PSSE employees

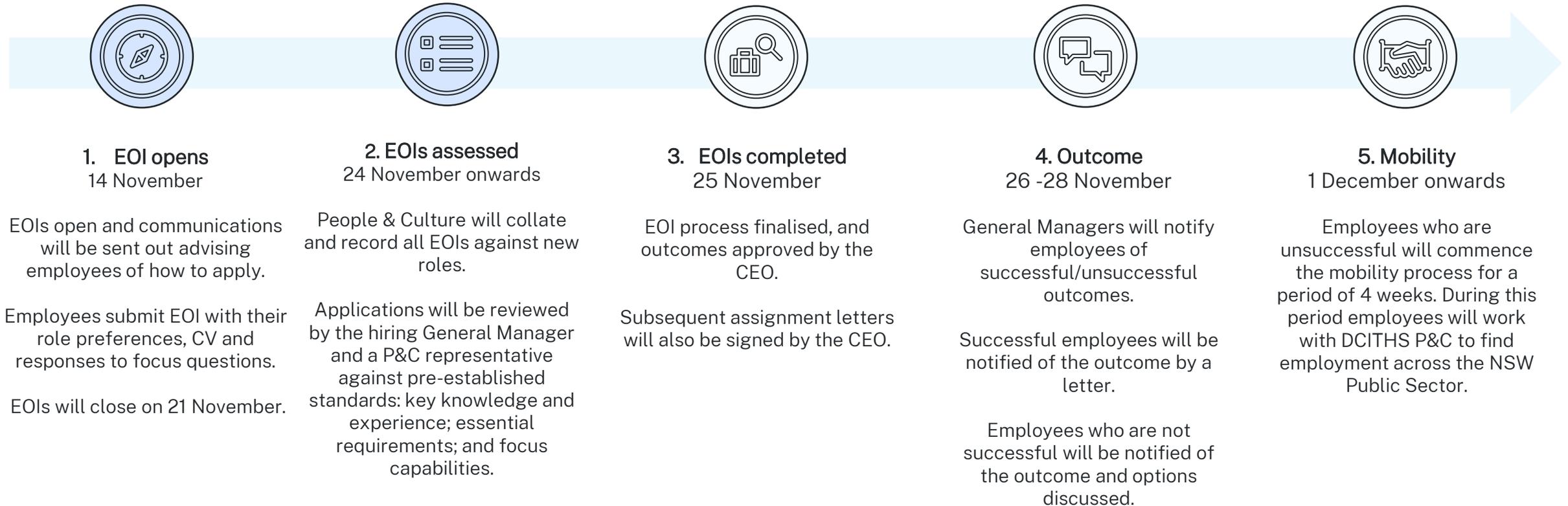
Eligibility and assessment processes

EOIs Principles– PSSE

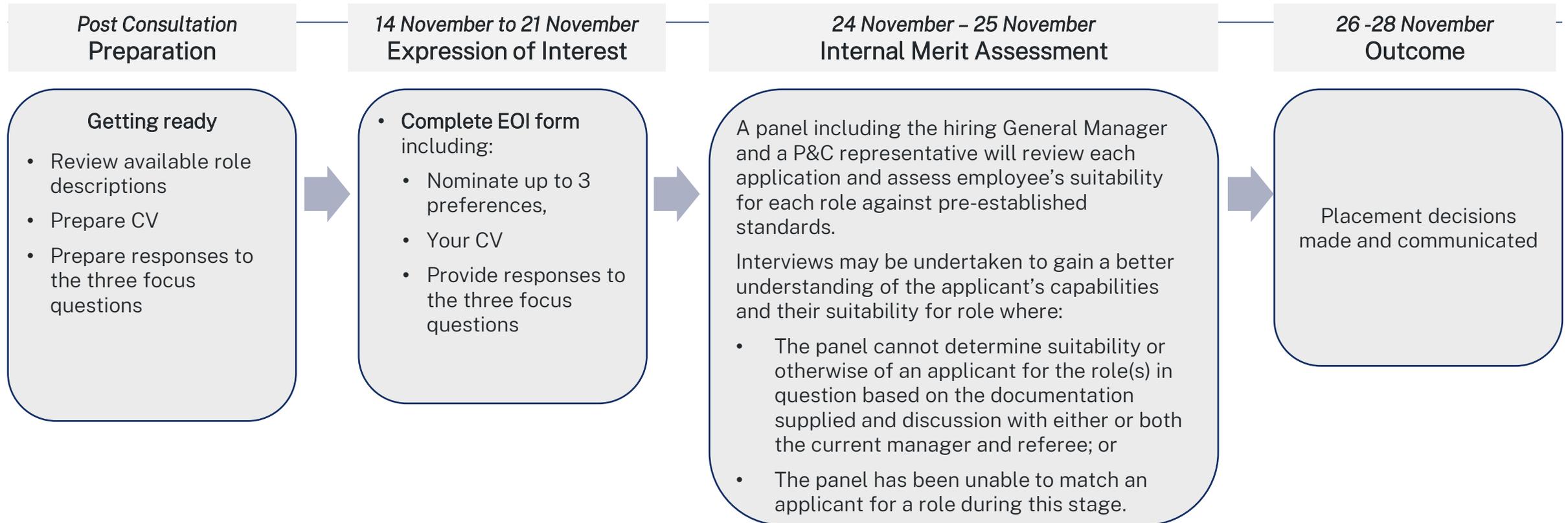
Principles

- Where there are fewer roles in the new structure than eligible PSSEs (employees), an expression of interest (EOI) process will be undertaken to fill these roles.
- All impacted ongoing employees will be invited to express their interest for at-grade roles.
- Whilst employees can nominate preferences, they will be considered for all available roles at grade in accordance with their contract of employment.
- Employees who do not submit an application will be considered for all roles at grade in accordance with their contract of employment.

EOI high level process overview - PSSE



Employee journey – what to expect (PSSE)



1D

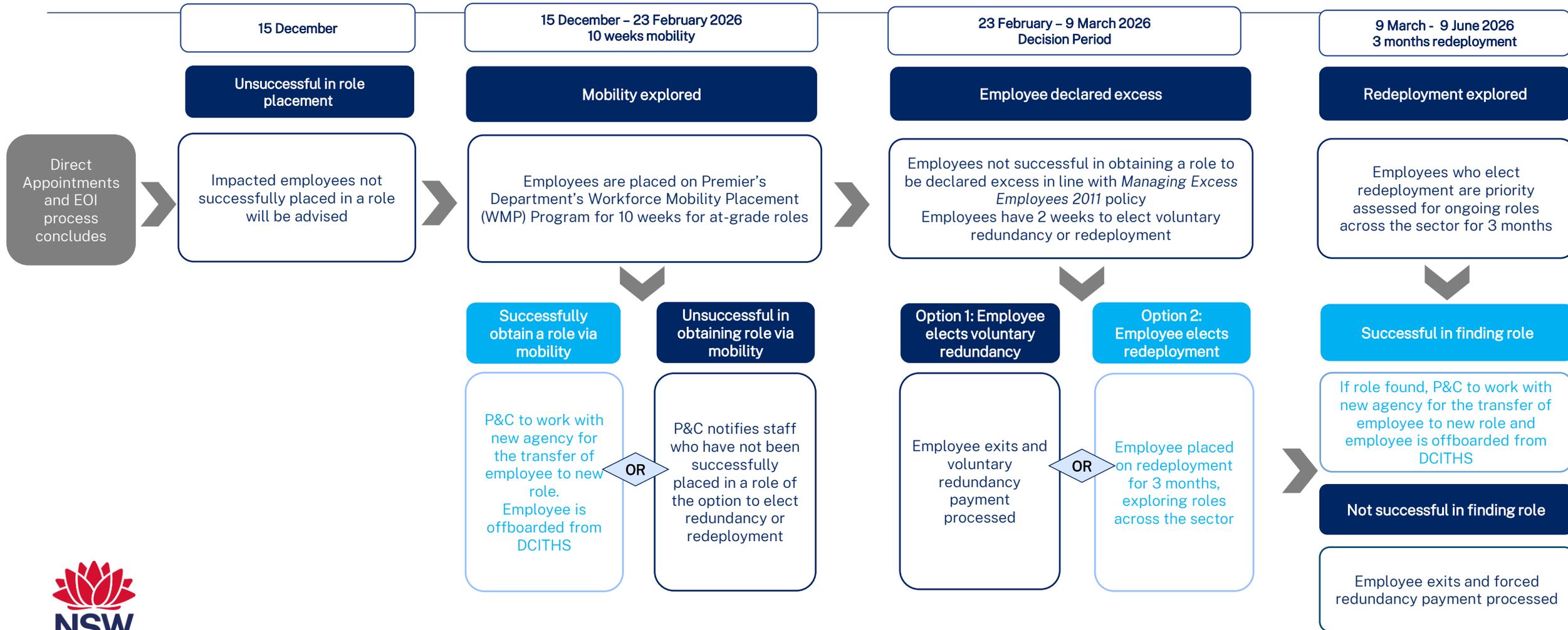
Mobility, Redeployment and Redundancy

Eligibility and assessment processes

Mobility, Redeployment & Redundancy – non PSSE’s



Management of redundancy and redeployment processes



2 Exiting and Proposed Structure

ANNEXES



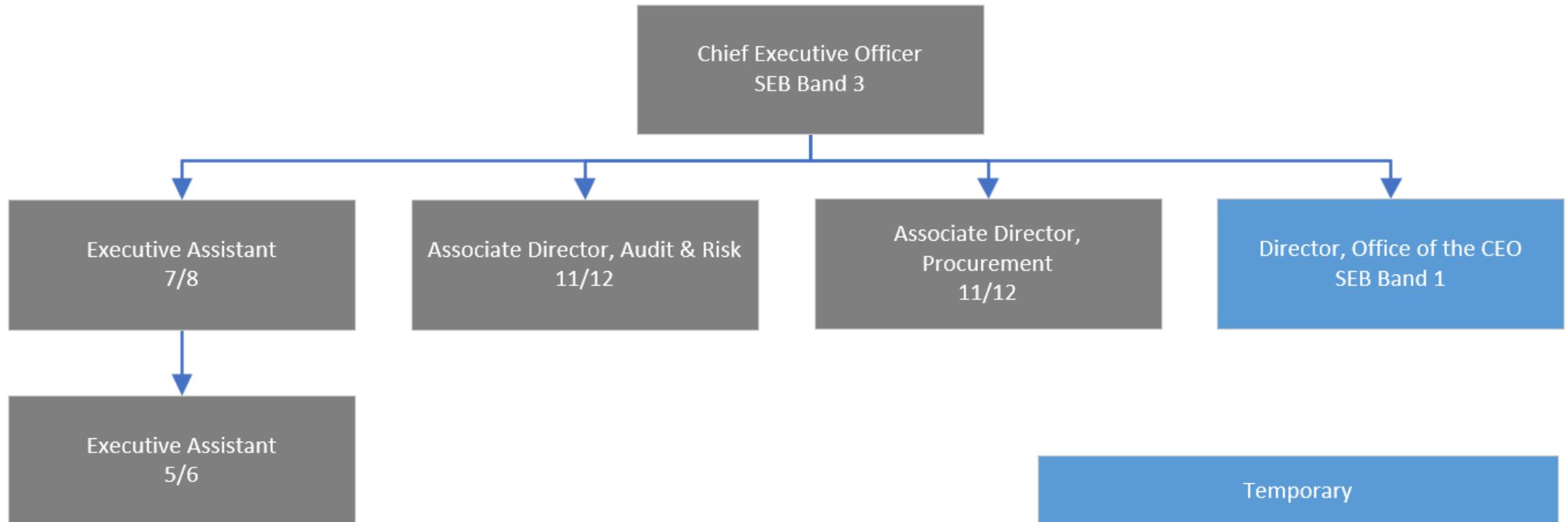
- A. Executive
- B. Corporate Services
- C. Events
- D. Industry, Partnerships & Engagement
- E. Marketing

2A

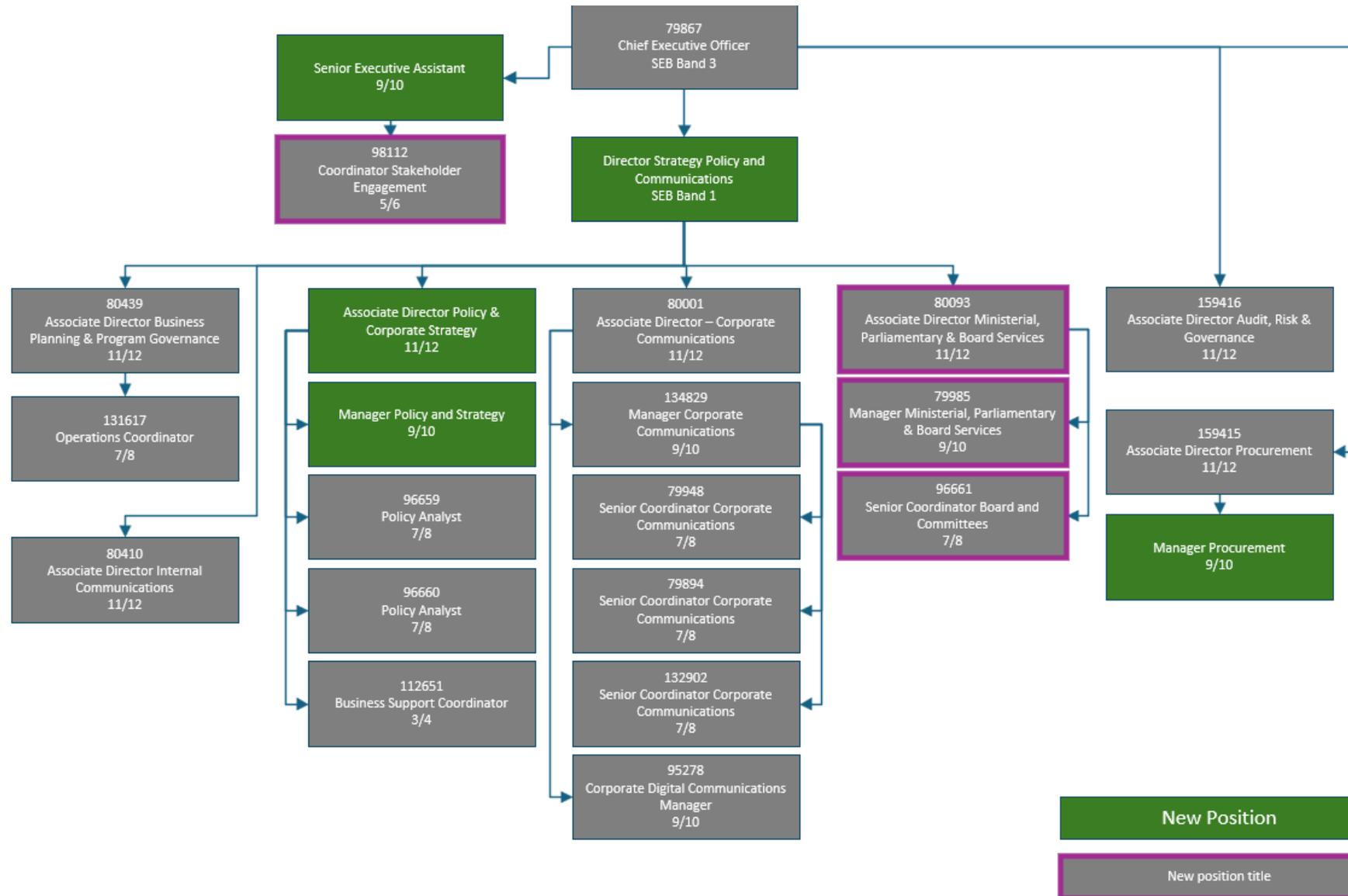
Existing & Proposed Structure

Executive

EXISTING STRUCTURE – OFFICE OF THE CHIEF EXECUTIVE



PROPOSED STRUCTURE –STRATEGY, POLICY AND COMMUNICATIONS

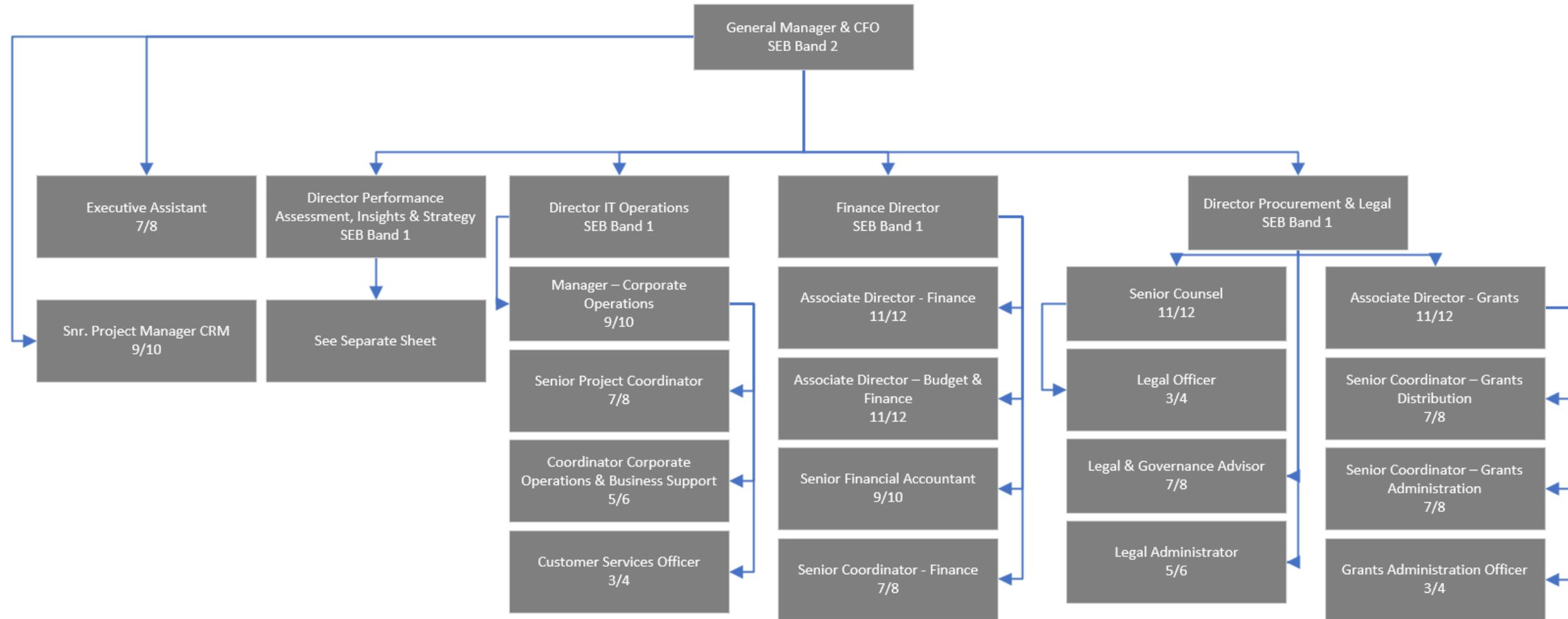


2B

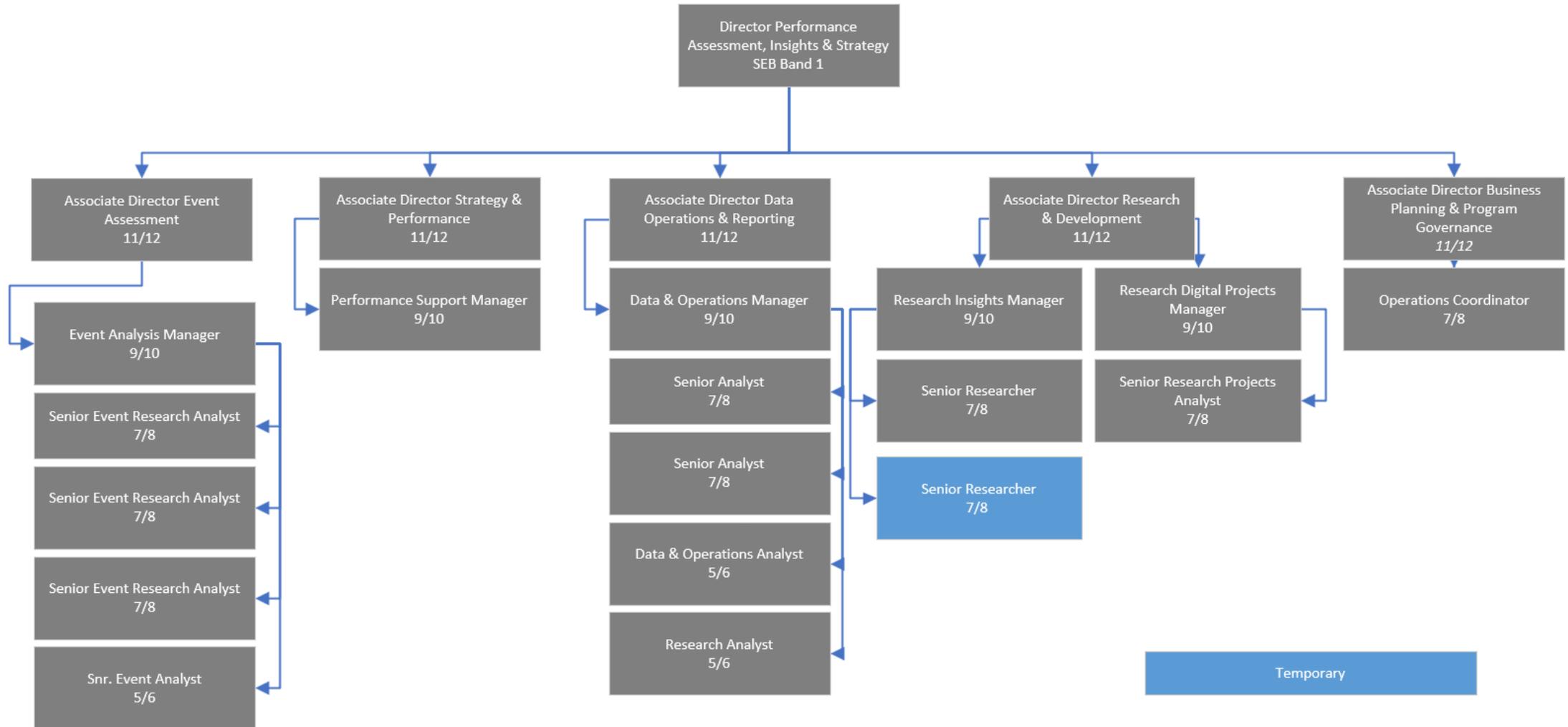
Existing & Proposed Structure

Corporate Services and People & Culture

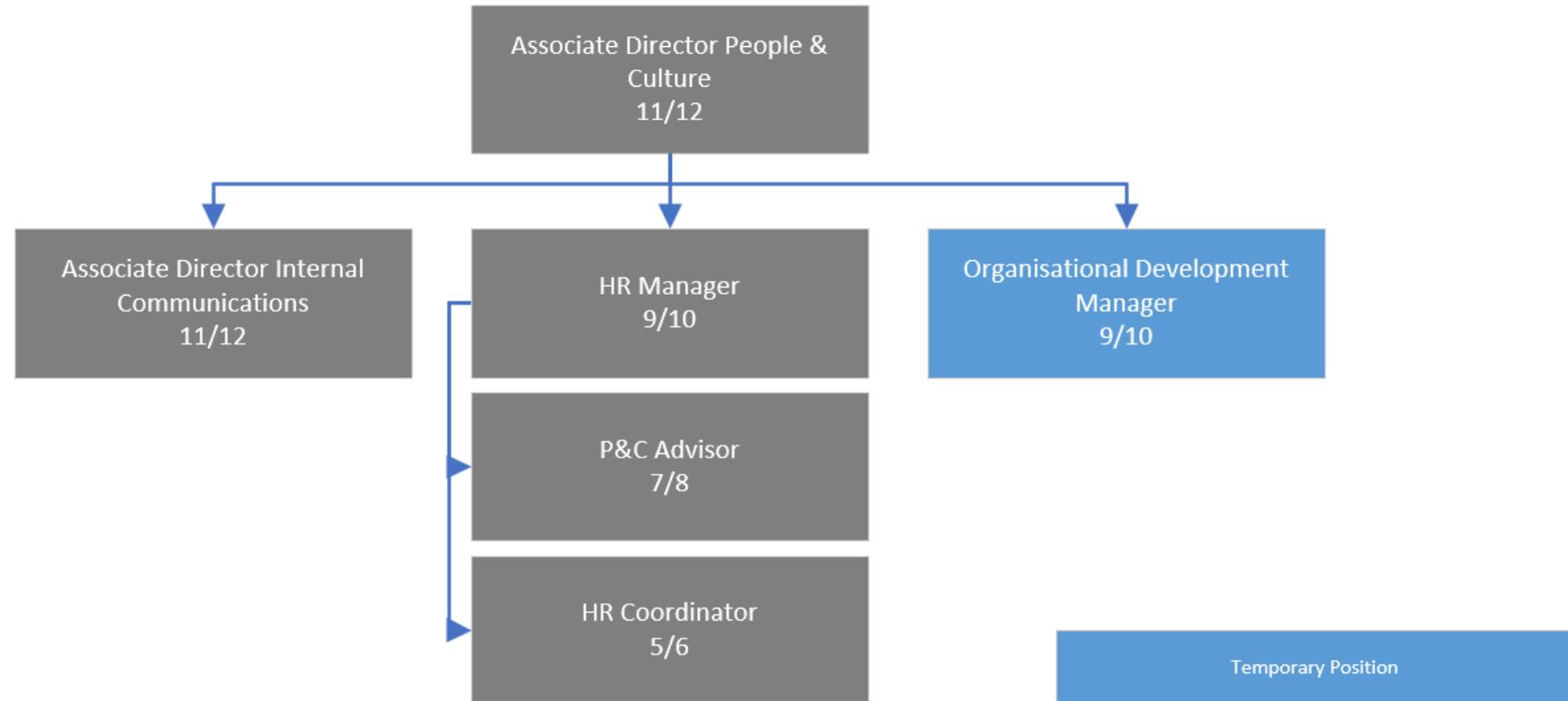
EXISTING STRUCTURE – CORPORATE SERVICES PART 1



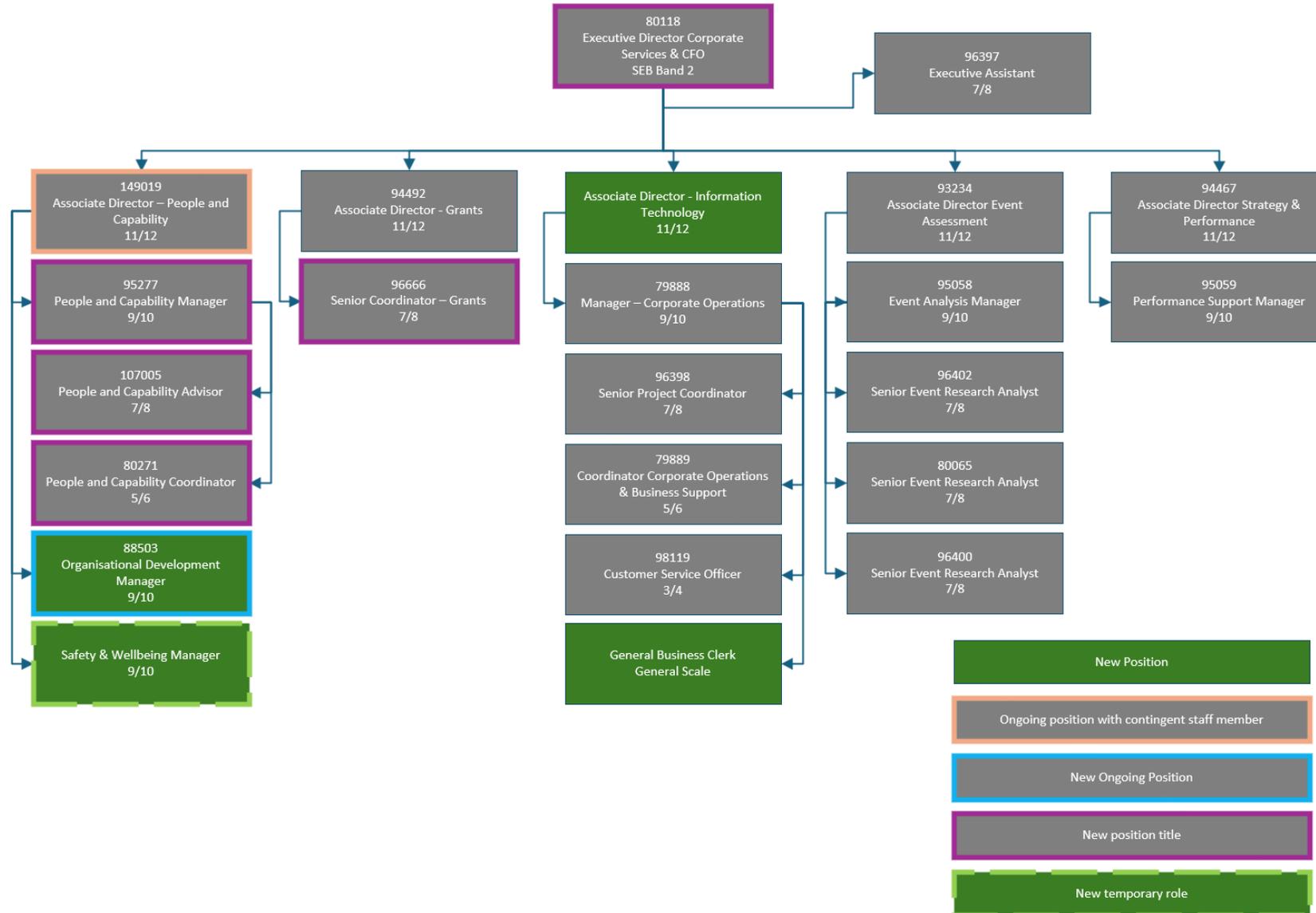
EXISTING STRUCTURE – CORPORATE SERVICES PART 2



EXISTING STRUCTURE – PEOPLE AND CULTURE

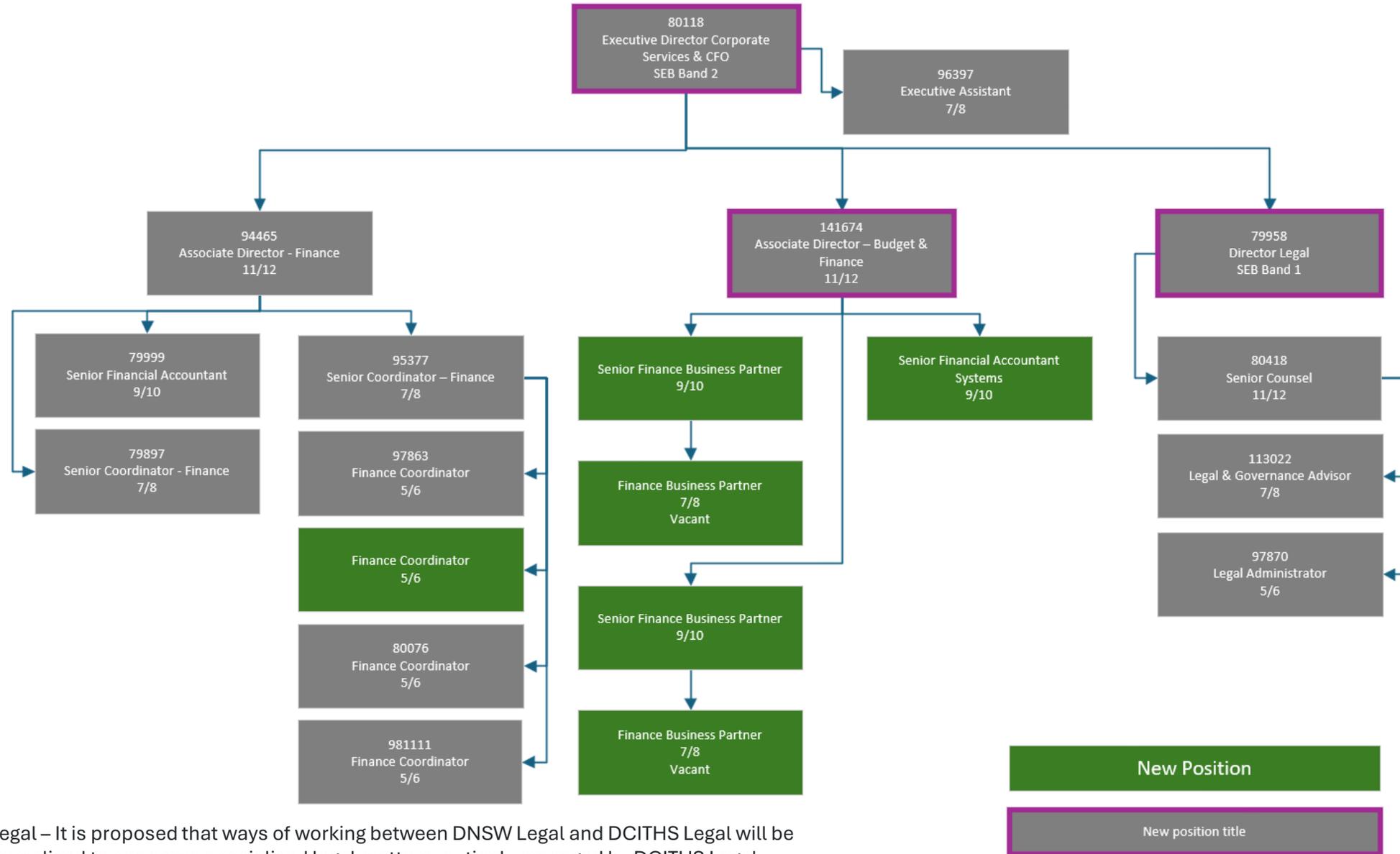


PROPOSED STRUCTURE – CORPORATE SERVICES PART 1*



* People and Capability - It is proposed that existing arrangements with DCITHS People and Capability be maintained, with some activities being managed by DCITHS People and Capability, with ways of working also continuing to be matured in consultation with the DCITHS Chief People Officer.

PROPOSED STRUCTURE – CORPORATE SERVICES PART 2*



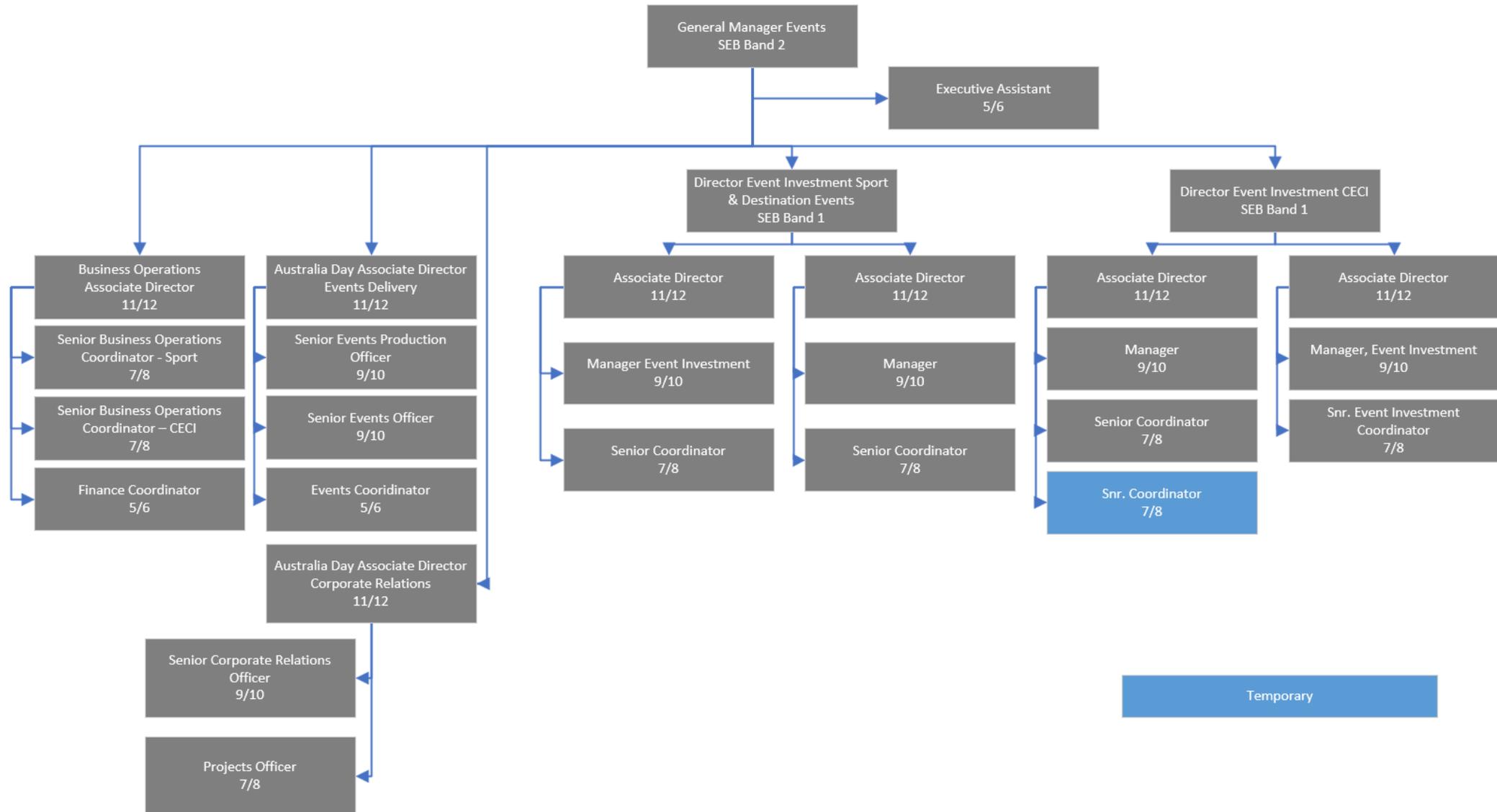
* Legal – It is proposed that ways of working between DNSW Legal and DCITHS Legal will be formalised to see some specialised legal matters routinely managed by DCITHS Legal.

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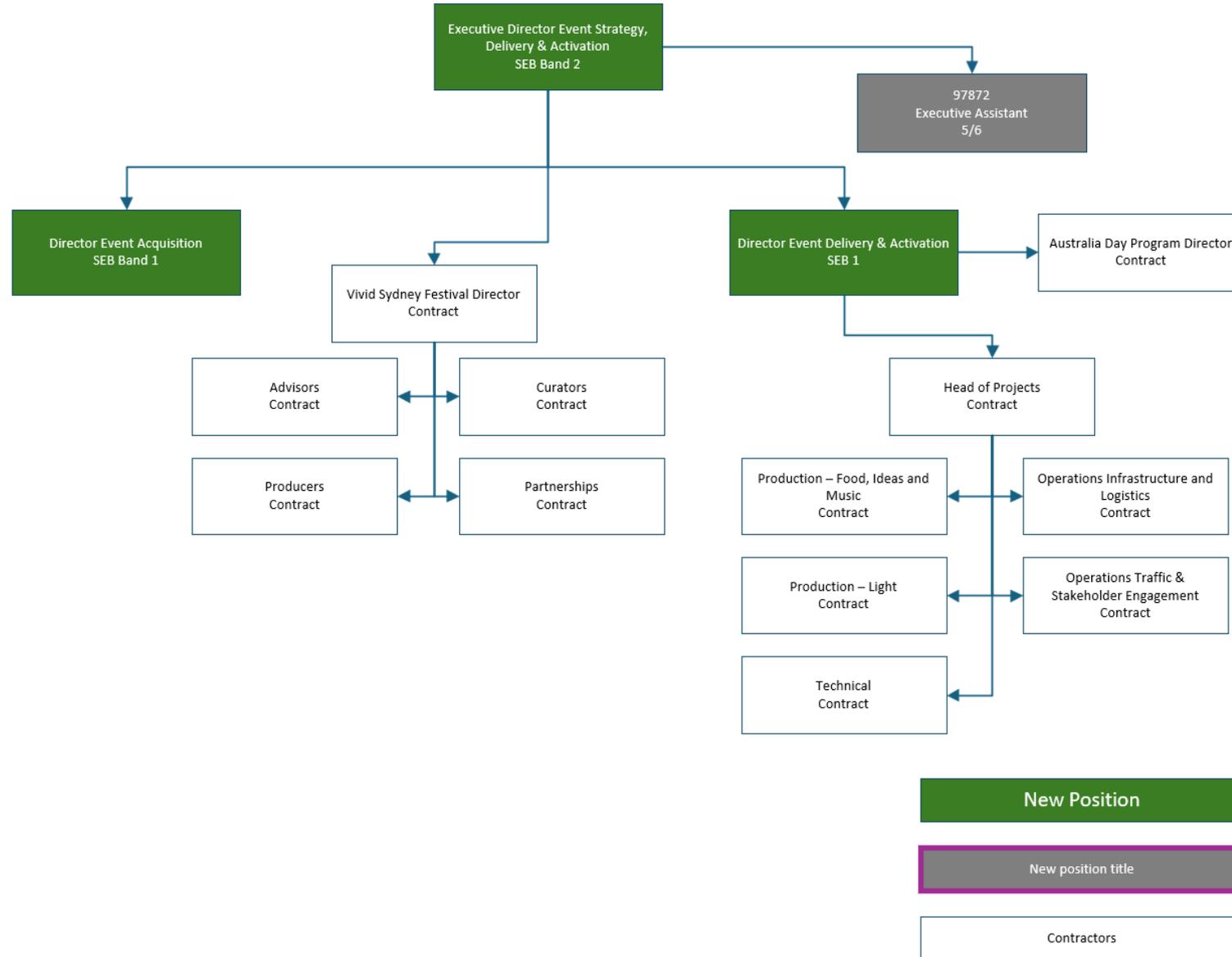
Existing & Proposed Structure

Events

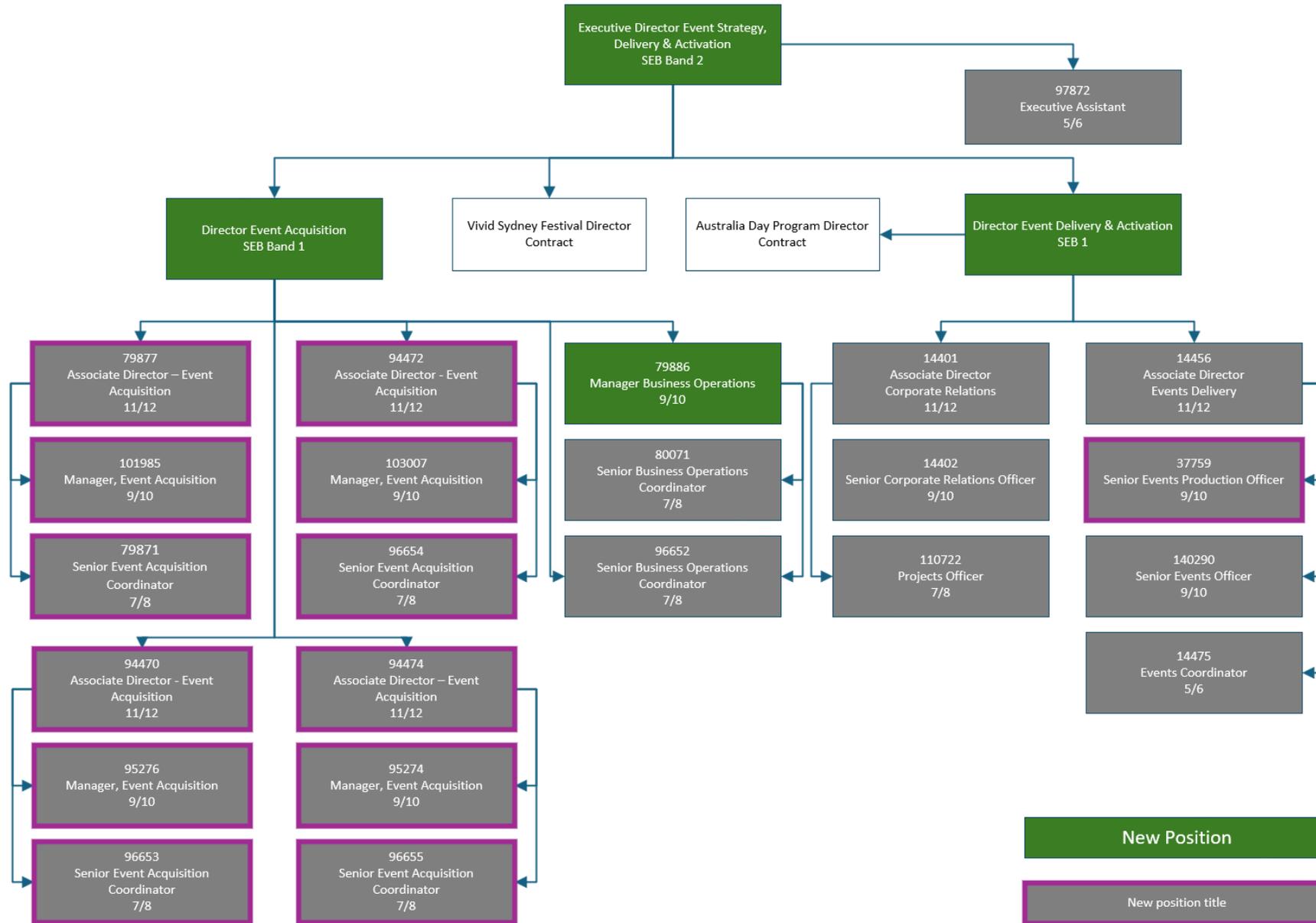
EXISTING STRUCTURE – EVENTS



PROPOSED STRUCTURE- EVENTS (Vivid Sydney and Directors)



PROPOSED STRUCTURE – EVENTS

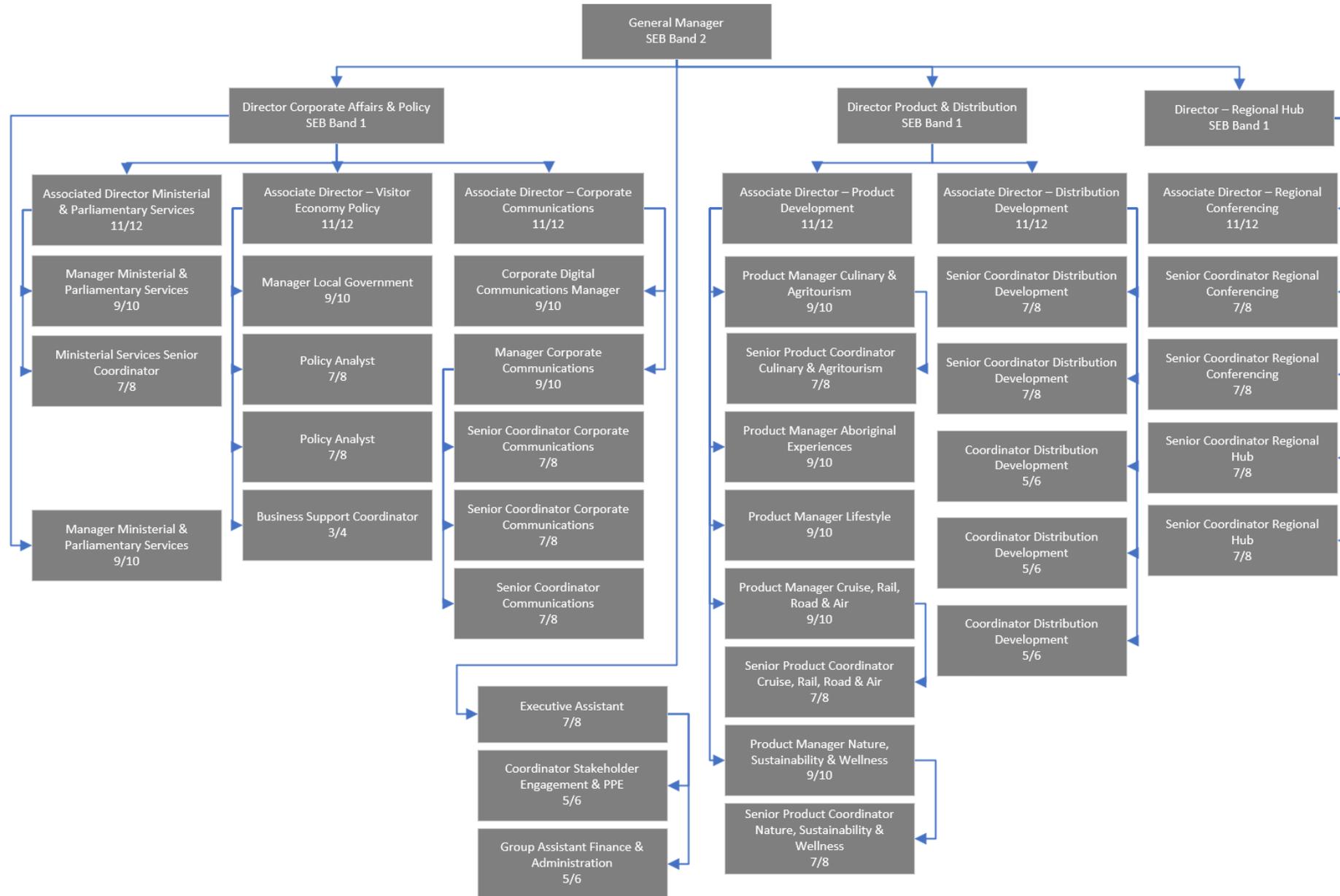


2D

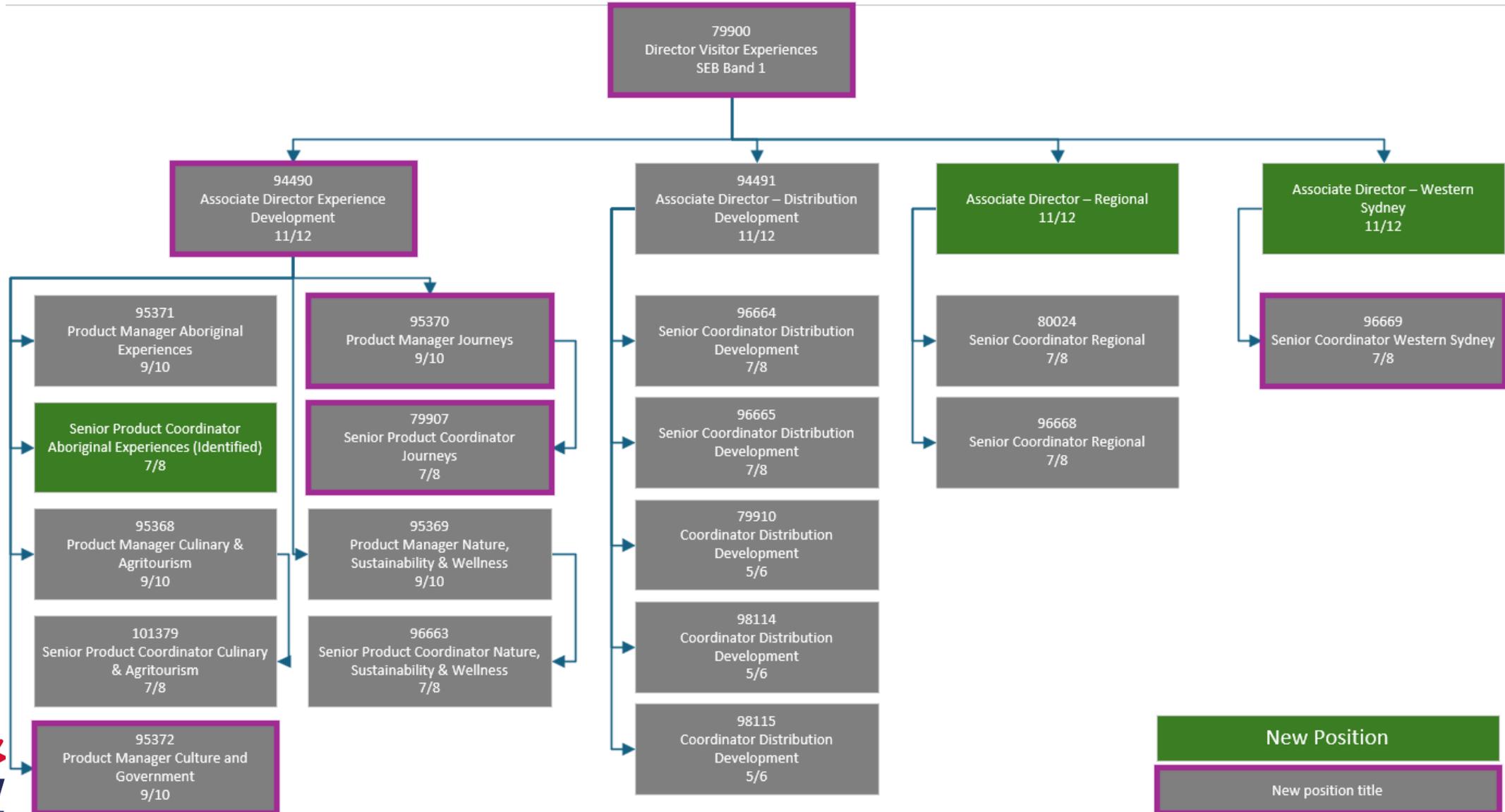
Existing & Proposed Structure

Industry Support & Partnerships

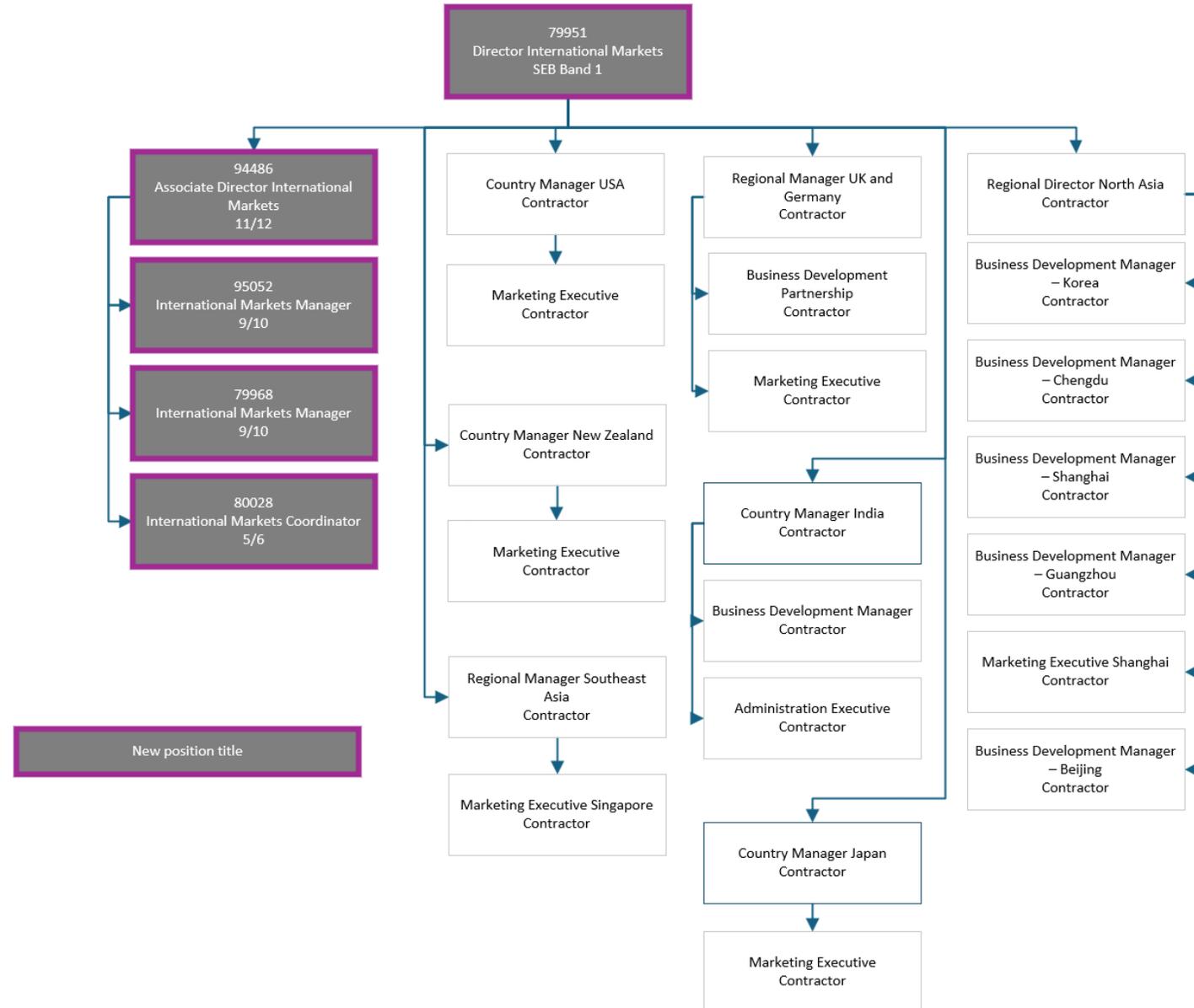
EXISTING STRUCTURE – POLICY, PRODUCT AND ENGAGEMENT



PROPOSED STRUCTURE – INDUSTRY SUPPORT & PARTNERSHIPS



PROPOSED STRUCTURE – INDUSTRY SUPPORT & PARTNERSHIPS

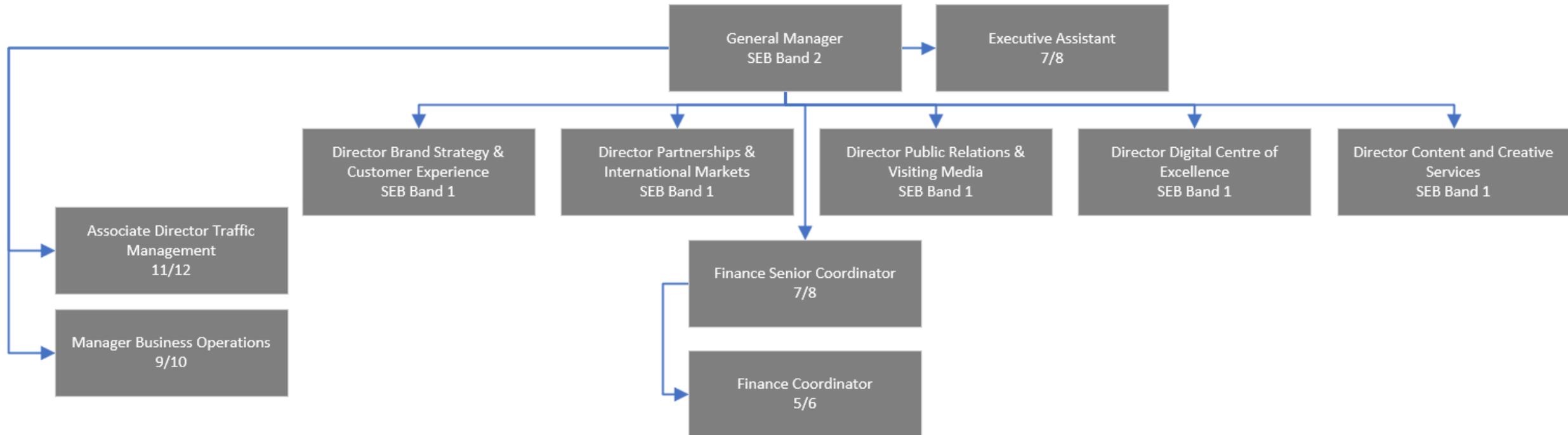


2E

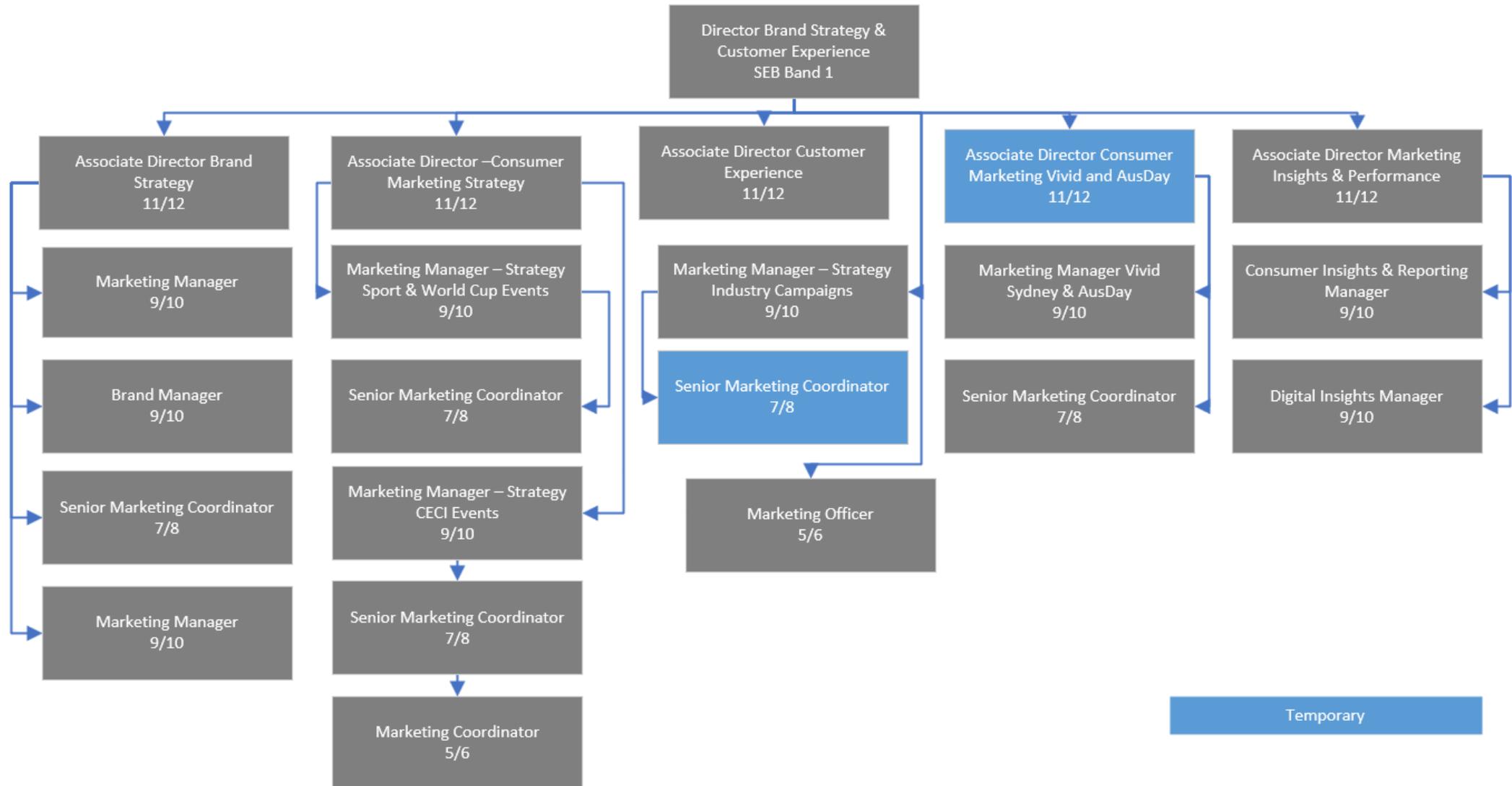
Existing & Proposed Structure

Marketing

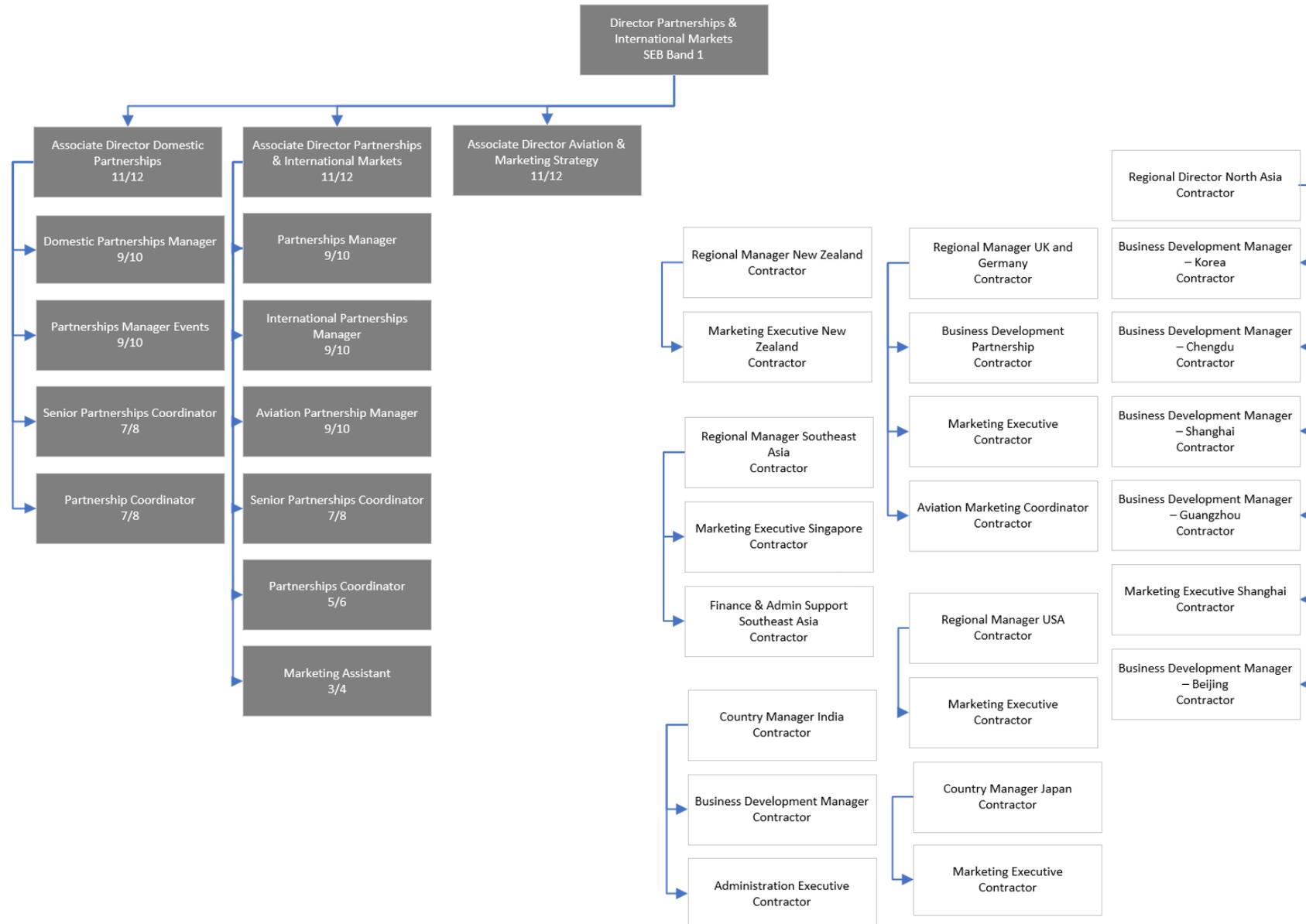
EXISTING STRUCTURE – CONSUMER MARKETING – Part 1



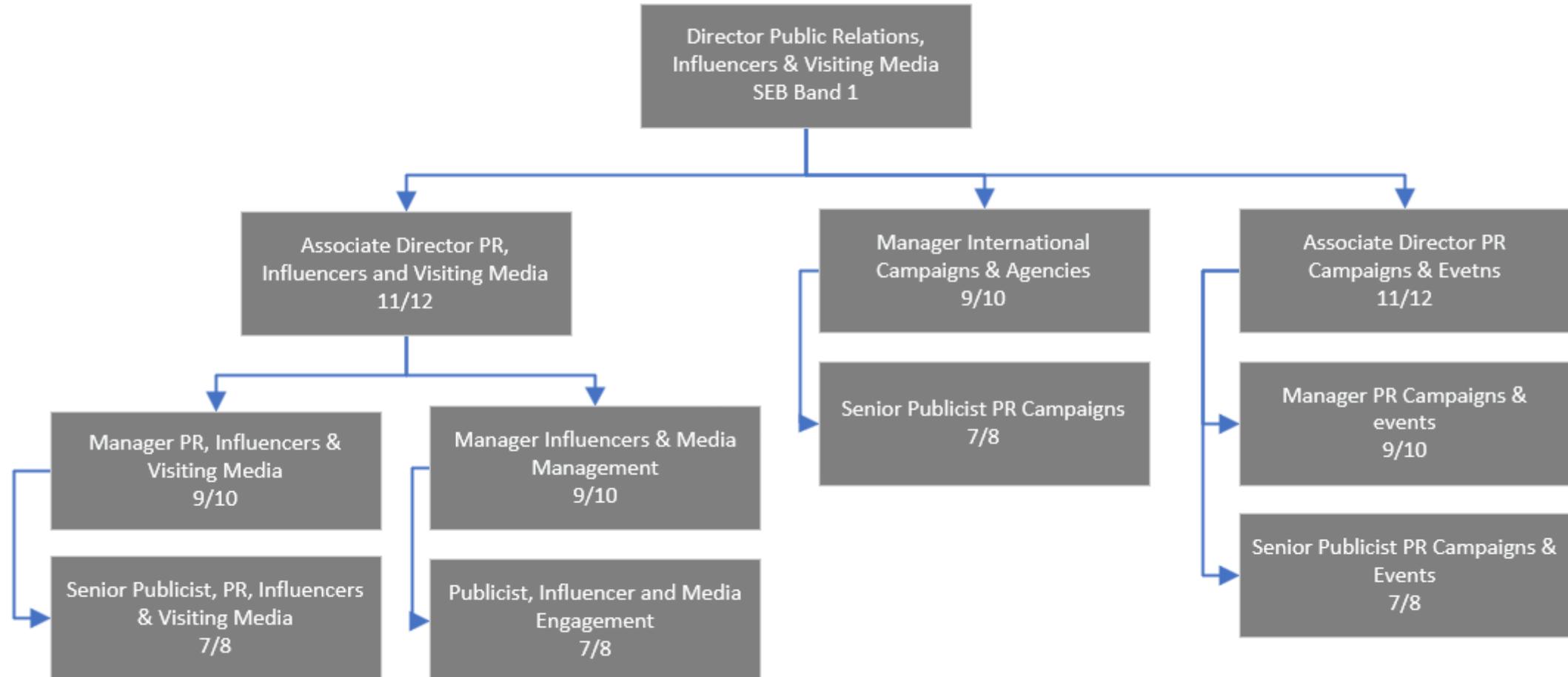
EXISTING STRUCTURE – CONSUMER MARKETING – Part 2



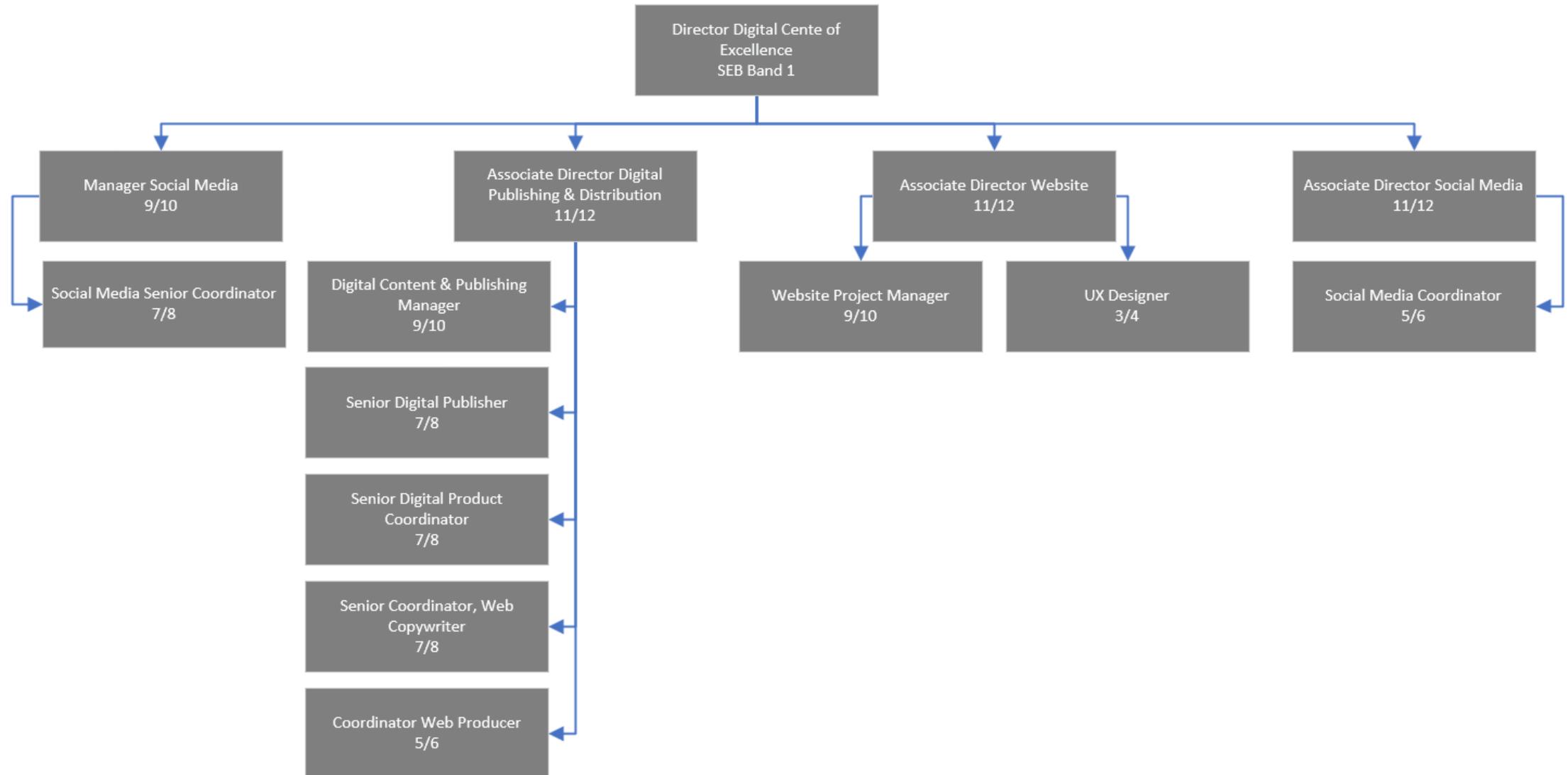
EXISTING STRUCTURE – CONSUMER MARKETING – Part 3



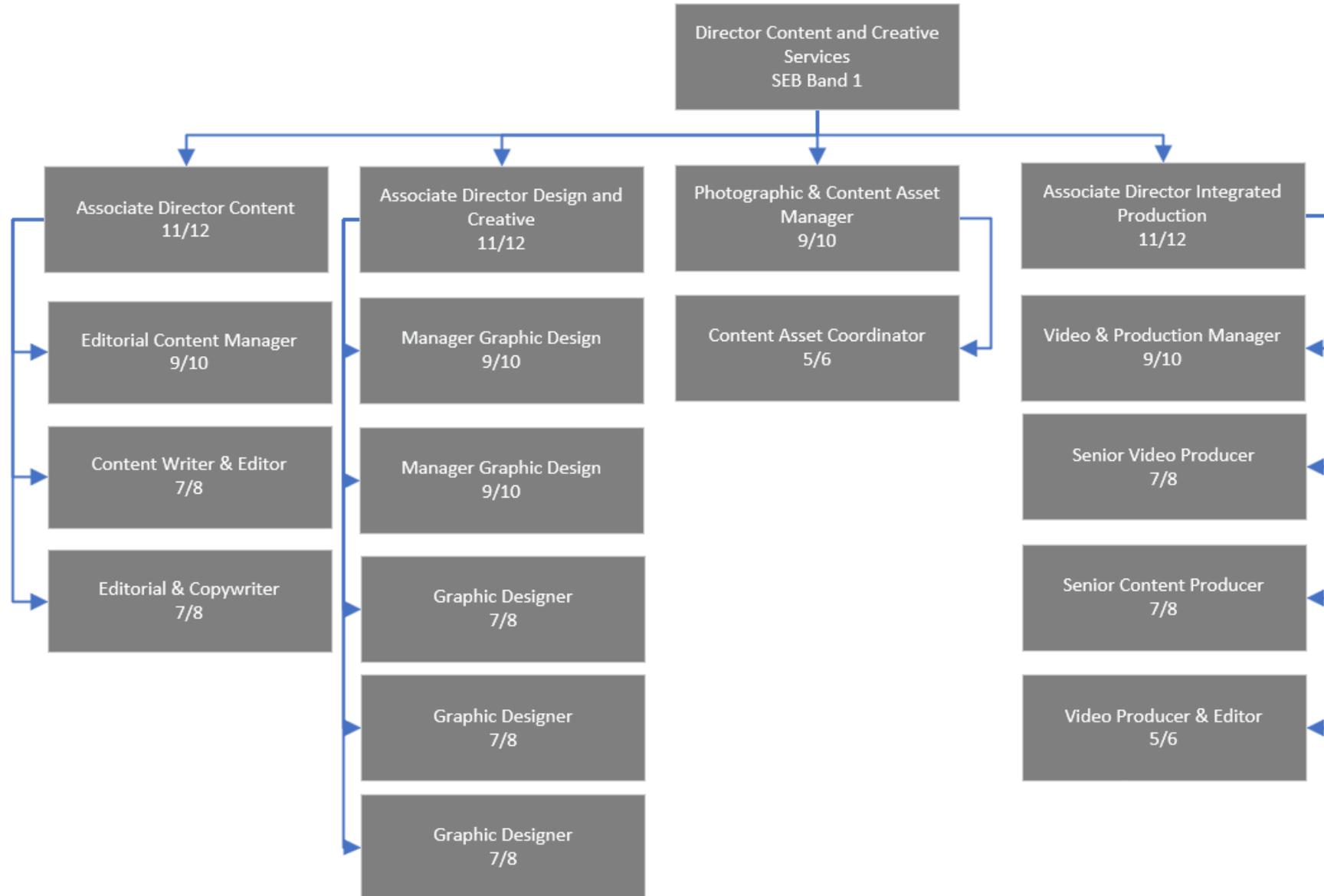
EXISTING STRUCTURE – CONSUMER MARKETING – Part 4



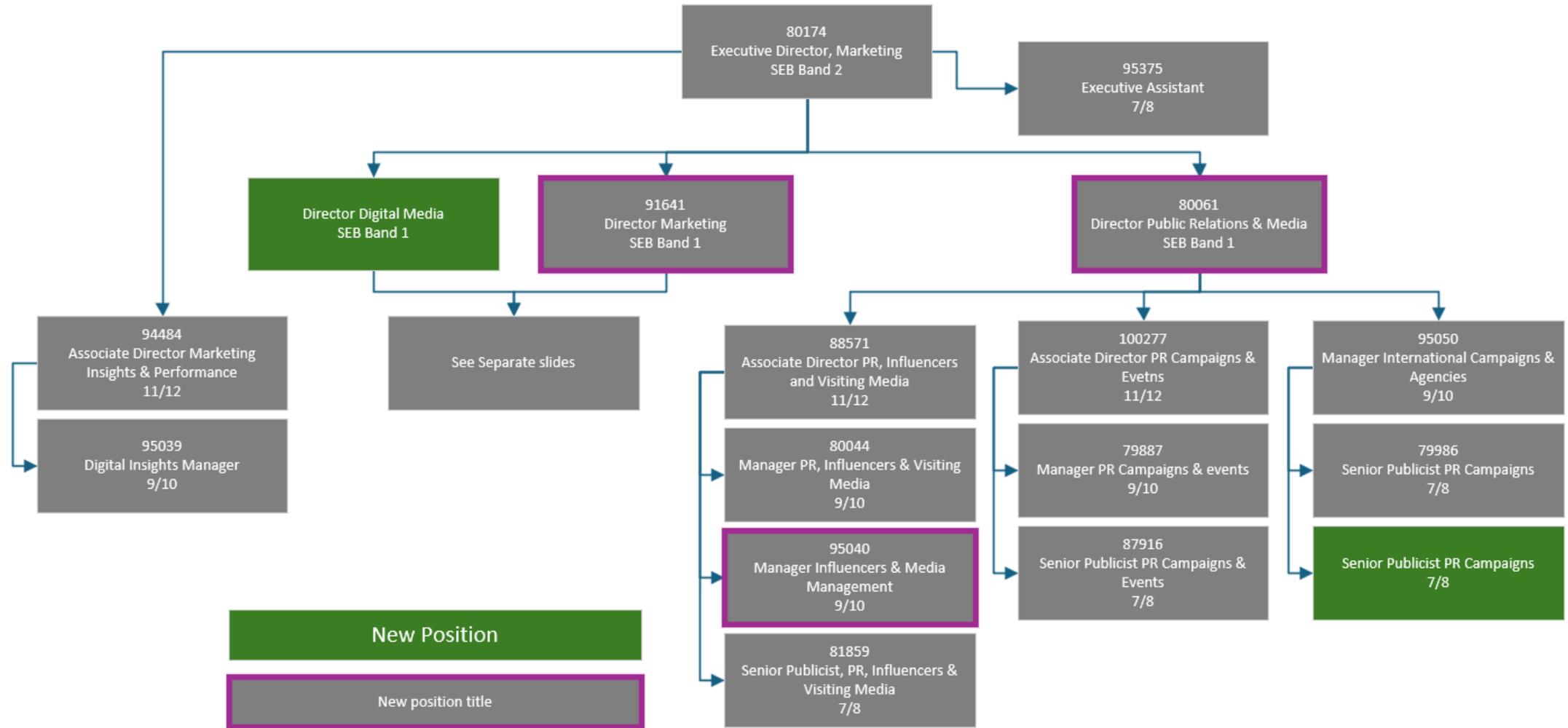
EXISTING STRUCTURE – CONSUMER MARKETING – Part 5



EXISTING STRUCTURE – CONSUMER MARKETING – Part 6



PROPOSED STRUCTURE – MARKETING



PROPOSED STRUCTURE – MARKETING

