

# **DESTINATION NSW**

## Change Management Plan

## BACKGROUND AND REASONS FOR CHANGE

### Scope

This Change Management Plan (CMP) applies to all ongoing positions within Destination NSW.

### Context

In 2024, a review of the *NSW Visitor Economy Strategy 2030* was initiated to ensure the state's long-term approach to visitor economy growth remained current, achievable, and aligned with new opportunities and government priorities. Key considerations included updating expenditure forecasts, preparing for the opening of a new international airport, and ensuring the strategy reflected the NSW Government's policy agenda.

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. While not formal targets, the strategy also outlines critical demand and supply-side drivers, including the need for 8.5 million additional airline seats, 150,000 new jobs, and over 40,000 new accommodation rooms by 2035.

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 event 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. The Action Plan is designed to be a live document, regularly updated by Destination NSW in partnership with lead agencies and aligned to budget and priority shifts over the life of the Strategy.

In parallel with this strategic reform, 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 particularly in relation to future investment decisions; and
- Securing a \$30 million transfer from Jobs for NSW to Destination NSW.

Destination NSW received a one-year budget allocation of \$323.1 million. A separate proposal for multi-year funding will be prepared for government's consideration upon completion of this functional review and the related change management plan and in time for the 2026–27 budget process.

Based on this, Destination NSW must reflect the Government's priorities, as outlined in the *Visitor Economy Strategy 2035*. This focus drives the following ambition for Destination NSW:

- Refocus organisational structure around strategy delivery - Realign functions, teams and reporting lines to more effectively deliver on the *Visitor Economy Strategy 2035*.
- Strengthen event delivery – Reconfigure event acquisition and delivery functions, establish an event delivery team and improve support for underperforming events and event experience creation.
- Improve efficiency and strategic oversight of marketing functions – reduce reliance on contractors and consultants, enhance internal capability, embed stronger collaboration across functions and build a dedicated international marketing stream and event marketing capability.
- Consolidate and align product, regional and industry development functions – merge overlapping roles to deliver consistent state-wide support, establish a Western Sydney focused team and integrate regional marketing within the broader marketing remit.
- Clarify and streamline event assessment and evaluation processes - undertake a full review of the event investment lifecycle to introduce transparency, agility and a risk-based approach, and consistent metrics aligned to investment size and outcome expectations.
- Elevate corporate strategy, policy and research functions – split research from evaluation and reposition functions to better inform end-to-end visitor engagement, while also implementing a strategic intake process for data and innovation ideas.
- Improve governance, risk, legal and compliance frameworks – realign these functions across Destination NSW and the Department of Creative Industries, Tourism, Hospitality and Sport, including clearer responsibilities, dotted reporting lines and stronger internal coordination.
- Strengthen stakeholder and partner engagement – relocate strategic partnerships to a more aligned division, build stronger accountability for international teams, and formalise collaboration with agencies such as Business Events Sydney and peak bodies.
- Reshape executive and corporate services – create a new Office of the Chief Executive with streamlined ministerial, communications and governance functions under a Chief of Staff model to improve stakeholder management and executive support.
- Secure organisational sustainability – secure long-term funding certainty.

To achieve these outcomes, Destination NSW's structure and resourcing needs to align to the government's priorities that 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 executive service and removing duplication.

In response to these factors, it is proposed to restructure Destination NSW, as outlined in this Change Management Plan.

### **Objectives**

The proposed structure will:

- Ensure the organisation is structured to deliver on NSW Government priorities and the *Visitor Economy Strategy*.
- Align services and functions for greater collaboration by removing duplication across divisions.
- Build organisational capability and reduce reliance on external third parties.
- Support long-term strategic planning and sustainable growth.
- Encourage improved stakeholder engagement and collaboration.

### **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.

### **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, Department Creative Industries, Tourism, Hospitality and Sport will approve the implementation of this Change Management Plan following consultation with the union, employees and key stakeholders.

### **EMPLOYEE COMMUNICATION STRATEGY**

Destination NSW and the Department Creative Industries, Tourism, Hospitality and Sport 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 which is outlined below. The phases for the Communication Strategy include:

PHASE	ACTION
Pre-consultation	<ul style="list-style-type: none"> <li>• Consulting with the Public Service Association through meetings and correspondence as required.</li> <li>• The Destination NSW Chief Executive Officer will be speaking with senior leaders to pre-brief on the launch of consultation.</li> </ul>
Consultation	<ul style="list-style-type: none"> <li>• Conducting a meeting for all Destination NSW employees, led by the Chief Executive Officer Destination NSW, outlining the proposed changes.</li> <li>• Emailing all Destination employees with information on the proposed restructure with links to documents and information on the Change Hub and Destination NSW Intranet.</li> <li>• 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.</li> <li>• Senior Leaders holding meetings with their teams to discuss the proposal and answer questions from team members.</li> <li>• Responding to questions about proposed structural changes and change processes during the consultation period.</li> <li>• Updating Change Hub on the Destination NSW Intranet at the launch of consultation and throughout the consultation period.</li> </ul>
Post-consultation	<ul style="list-style-type: none"> <li>• Speaking directly with senior leaders in Destination NSW to share consultation outcomes. The pre-brief will cover the final structure, employee impacts, and what leaders need to do to support teams.</li> <li>• Briefing all employees to confirm structure and share: <ul style="list-style-type: none"> <li>• Feedback received throughout consultation and what has been done to address it</li> <li>• Rationale for and impacts of any changes.</li> <li>• Timetable for implementing the changes.</li> </ul> </li> <li>• Emailing all division employees announcing the outcome of consultation and the final structure, linking to information and documents on the Change Hub and Destination NSW Intranet.</li> </ul>

PHASE	ACTION
	<ul style="list-style-type: none"> <li>• Holding meetings with impacted teams to discuss the final structure and answer questions.</li> <li>• Updating Change Hub on the Department of Creative Industries, Tourism, Hospitality and Sport Intranet and Destination NSW Intranet to include consultation</li> <li>• Outcomes Report (including final org charts), next steps, key dates.</li> </ul>

**SUPPORT SERVICES**

Destination NSW and the Department of Creative Industries, Tourism, Hospitality and Sport 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 restructure 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, including

***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](http://www.convergeinternational.com.au).

***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.

***Employee Assistance Program***

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](http://www.convergeinternational.com.au).

***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.

**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. Destination NSW will work flexibly with employees who may be required to attend appointments during business hours.

**People and Culture support**

If requested, People & Culture 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 Culture to discuss any questions or concerns about the Change Management Plan.

**WORKFORCE PLANNING NEEDS AND IMPACT ON SERVICES AND FUNCTIONS**

The proposed structure and summary of the proposed changes and impacts are provided in the attachment to this Plan. 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.

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
<b>Sub Total non- PSSE*</b>	<b>187</b>	<b>-31</b>	<b>30</b>	<b>186</b>	<b>-1</b>	<b>-14</b>
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
<b>Sub Total PSSE</b>	<b>19</b>	<b>-10</b>	<b>5</b>	<b>14</b>	<b>-5</b>	<b>-9</b>
<b>TOTAL</b>	<b>206</b>	<b>-41</b>	<b>35</b>	<b>200</b>	<b>-6</b>	<b>-23</b>

This table shows ongoing roles that are covered under the Clerical and Administrative Award (or equivalent), compared to roles at the same level in the proposed future structure. Data validated 11 July 2025.

## 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.

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 Destination 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

### **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.

### **Stage 2 – Expressions of Interest**

An expression of interest (EOI) process may be undertaken for new 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 roles 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 and the Destination NSW Intranet.
- 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.
- 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.

#### **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.

#### **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.

#### **RIGHT OF REVIEW**

There is no right of review against assignment decisions in either Stage 1 or Stage 2 consistent with 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 a 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.

#### **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 ten (10) weeks (to accommodate the Christmas closedown period), 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.

**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.

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

**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 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.

**IMPACT ON RURAL COMMUNITIES**

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

**MANAGEMENT OF TEMPORARY EMPLOYEES**

Each temporary employee’s situation will be managed on an individual case basis and the People Leader will consult with each temporary employee.

**CONTACT DETAILS**

**Transformation Team**  
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