Centres and Venues Group - Change of Service Delivery Model for Centre Catering and Maintenance Functions

Change Management Plan

October 2025

Purpose

This Change Management Plan (CMP) is based upon the NSW Government's 'Agency Change Management Guidelines' (document number D2011_014).

The purpose of this Change Management Plan is to provide:

- A background and reasons for the organisational change
- Employee support and communication strategies
- An outline of the changes to the Centres and Venues Group
- An overview of the existing and new Centres and Venues structures and how the changes impact on roles and functions
- An outline of processes to transition
- An analysis of any related workforce impacts
- The approval process
- A timetable for the implementation.

Background

Centres and Venues Group

There are 10 Sport and Recreation Centres (Centres) that the Office of Sport (the Office) operates across NSW. Across the Centres, approximately 240 staff are directly engaged. The core function of these Centres is to deliver sport and recreation activities largely through School and Group programs and community access to facilities. Centres have staff focused on the core operation and service of School programs as well as ancillary functions including catering and facilities maintenance. The Office has already contracted out other ancillary services such as cleaning.

The Centres and Venues Group and the Policy and Planning Group have recently undertaken a realignment that involved change that reflected a shift in how we best deliver outcomes for the sport and active recreation sector and community across all of NSW.

These recent changes also reflect a focus in ensuring we:

- play to our strengths and align resources to deliver our core operational and strategic areas of focus and purpose
- support the Office's long-term financial sustainability and ensuring we continue to meet the evolving needs of our customers and communities

These priority areas, including the core business delivery, have informed the proposed areas for continuous improvement in this change management plan.

The proposed changes include:

- Reassessing our ways of working, with a shift away from direct delivery of non-core services such as catering and local maintenance, which can be more effectively and safely delivered through external specialist partners.
- Reducing service delivery risks, particularly those related to resourcing and food safety by expanding the catering delivery model currently in place at Broken Bay, Berry, and Jindabyne.
- Applying lessons learnt from leveraging specialist providers for local maintenance services at Jindabyne and the Sydney Academy of Sport and Recreation.

This alignment across all Centres will be supported by a stronger focus on building capability and capacity in, contract management, and vendor performance**.** This will be achieved by embedding these responsibilities as a key focus of Centre management, with additional support provided through the Customer Operations Branch.

Maintenance / Service Reform

Local ground and facility maintenance services across the 10 Sport and Recreation Centres are currently delivered by 35 ongoing roles. These include Assistant Services Officers, Services Officers, Service Coordinators, and Facilities/ Assets & Facilities Coordinators. In addition, we have a pool of casual employees that support service delivery across the Centres.

Historically, Services Officers undertook a broad range of skilled and semi-skilled tasks. In recent years, the service delivery model has evolved to reflect changing operational needs and the increasing requirement for specialised skills to maintain complex facilities.

Eight (8) Centres operate under a mixed delivery model, combining contracted services with staff-led ground and facility maintenance. Two (2) Centres, Jindabyne and the Sydney Academy of Sport (SAS), primarily use a contracted model, supported by a Facilities/ Assets & Facilities Coordinator who oversees the planning and coordination of contractor activities.

Catering

Catering services are currently delivered by Office of Sport staff at seven (7) of the ten (10) Sport and Recreation Centre which is delivered by 27 ongoing roles. These roles include Senior Catering Officers, Catering Coordinators, Catering Officers, and Assistant Services Officers. An additional pool of casual employees supports the catering function.

Catering presents added complexity for the Office, including the management of food safety requirements and associated risks, resourcing roles across multiple locations, and maintaining flexibility to meet seasonal demands and cover leave. These challenges are further compounded by constraints in the current labour market.

To help address these issues, a contracted catering model was introduced at Broken Bay in 2022, with Jindabyne and Berry adopting similar arrangements more recently. These partnerships have supported continued service delivery, mitigated operational challenges, reduced risk associated with food safety and allergen management and demonstrated efficiencies through engagement with specialist catering providers.

Proposed Change

Outcomes

The outcomes the Office is seeking to achieve through implementation of the proposed changes include:

- Strengthening our focus on core business to ensure the Office remains sustainable, responsive, and contemporary in delivering services across our Centres and Venues.
- Establishing contracted partnerships and leveraging existing contracted arrangements to deliver non-core functions through specialised service providers.

- Implementing structural changes and enhancements that build capability and capacity to deliver customer and community outcomes, while actively managing contracts and vendor performance.
- Improving quality, standards, and continuous improvement across the end-to-end customer experience and program delivery.
- Embedding sustainable and safe service delivery practices, positioning the Office to address current challenges, risks and continuously improve into the future.
- Applying lessons learned from existing contracted service providers, particularly in catering and maintenance, to inform future service delivery models.

Maintenance/ Service Delivery

The Office of Sport's strategy and operating plans are focused on ensuring the organisation remains sustainable, responsive, and contemporary in the delivery of services across our Centres and Venues. To support this direction, we are proposing that the remaining eight (8) Centres listed below transition to a predominantly contracted service model for facilities and ground maintenance services:

1. Borambola Sport and Recreation Centre
2. Lake Ainsworth Sport and Recreation Centre
3. Lake Burrendong Sport and Recreation Centre
4. Lake Keepit Sport and Recreation Centre
5. Milson Island Sport and Recreation Centre
6. Point Wolstoncroft Sport and Recreation Centre
7. Berry Sport and Recreation Centre
8. Broken Bay Sport and Recreation Centre

Jindabyne Sport and Recreation Centre and SAS will adopt this updated model to ensure consistency across all 10 Centres. These sites have diverse infrastructure, complex maintenance and capital works requirements, and a strong focus on asset and contractor management at the site level, particularly in relation to major and long-term Facility Use Agreements and key stakeholders.

Across all Centres, the Office recognises the ongoing need for dedicated resources to coordinate and oversee local facilities and maintenance delivery. As such, the existing Services Coordinator and Facilities/ Assets & Facilities Coordinator roles and the staff currently in these positions, will remain in place. Minor updates to role descriptions are proposed to reflect the increased use of contracted services.

Maintenance and Service Reform – Proposed Role and Resourcing Changes

Changes to the following roles:

- 1 x Assets & Facilities Coordinator Grade 7/8 (Jindabyne) retained
- 1 x Facilities Coordinator Grade 7/8 (SAS) retained
    - No changes to the number or location of roles or current staff
    - Proposed move to a single role title of 'Assets & Facilities Coordinator' and unified role description
    - Minor updates to the role description which will be available during consultation in this change process

- 8 x Services Coordinator Grade 5/6 roles will be retained at:
    - Borambola Sport and Recreation Centre
    - Lake Ainsworth Sport and Recreation Centre
    - Lake Burrendong Sport and Recreation Centre
    - Lake Keepit Sport and Recreation Centre
    - Milson Island Sport and Recreation Centre
    - Point Wolstoncroft Sport and Recreation Centre
    - Berry Sport and Recreation Centre
    - Broken Bay Sport and Recreation Centre
  - No changes to the location of current roles
  - Minor updates to the role description which will be available during consultation in this change process
- Services Officer - reduction from 22 to 12 ongoing roles (deletion of 10 roles).
  - 1 x ongoing Services Officer to be located at 8 Centres.
  - The river Centres (Milson Island and Broken Bay) will have 2 x Service Officers for each site (noting continued operational requirements across river centres).
  - Minor updates to the role description which will be available during consultation in this change process
- Assistant Services Officers - deletion of 2 ongoing roles.
  - These roles currently support either local service maintenance or catering service and are proposed to be deleted across both areas of focus

As part of the change to our service delivery model, all current temporary and casual roles will be deleted.

Catering Delivery – Proposed Role and Resourcing Changes

To support sustainable and effective program delivery and address risks associated with food safety, food preparation, allergen management, resourcing, and seasonal fluctuations, it is proposed that catering services at all Centres be delivered by contracted service providers. This approach aligns with current practices at Berry, Broken Bay, and Jindabyne Sport and Recreation Centres.

To enable this shift, two new roles will be required to oversee and coordinate contract management services. As such, the following changes are proposed:

Role changes

- Senior Catering Officer roles – deletion of 9 ongoing roles, one role each at:
  - Berry
  - Borambola
  - Broken Bay
  - Lake Ainsworth
  - Lake Burrendong

    - Lake Keepit
    - Milson Island
    - Point Wolstoncroft
    - SAS
- Catering Coordinator roles – deletion of 2 ongoing roles, one role each at:
    - Jindabyne
    - SAS
- Catering Officer roles - deletion of 14 ongoing roles across the following Centres:
    - Borambola
    - Lake Ainsworth
    - Lake Burrendong
    - Lake Keepit
    - Milson Island
    - Point Wolstoncroft
    - SAS

As part of the change to our service delivery model, all current temporary and casual roles will be deleted.

Enabling Changes

Shift to single leader title for Centres to Centre Operations Manager

Centre Leadership Title Alignment:

- A consistent title of Centre Operations Manager (Grade 9/10) is proposed for all Centres
- The role description will be updated to reflect a unified purpose and accountabilities focused on overseeing operational delivery (refer to Role Description for minor updates which will available during consultation)

Customer Operations Support:

To manage major hospitality contracts and service delivery contractors across sites, and maintain capability to guide and inform the Office, two centralised roles will be created within Customer Operations (as noted above). These roles will work closely with Centres and Venues (where applicable). These are

- 1 x Contract Manager – Facilities & Services (Grade 7/8)
- 1 x Catering Service Coordinator (Grade 5/6)
  (Refer to Role Descriptions for further detail which will available during consultation)

Business Continuity

Maintaining customer service throughout the transition to new servicing arrangements is essential. In particular, changes to catering delivery must be implemented without disruption to client bookings or services.

To enable a seamless transition that ensures customer service standards are maintained, business continuity risks are managed, and food safety responsibilities are clearly defined, contract services need to commence at a clearly defined time and day. This has been identified as from 4pm on Friday, 24 October.

To support an effective transition, employees are not required to continue performing their duties as usual, however, the opportunity to work alongside the new provider is offered and encouraged. This provides opportunity to engage with the new provider, understand their systems, processes, people and ways of working. This approach will help impacted employees make an informed decision regarding future employment with the new provider.

- The Office of Sport will provide support for job-seeking activities for impacted employees.
- Employees who wish to seek employment with an incoming provider, pursue redeployment within the NSW Public Sector, or explore other opportunities will be supported in doing so. This includes being released from duty during business hours, where possible, to attend interviews.

Change Management Roles and Responsibilities

The team responsible for the implementation of this Change Management Plan:

The Sponsor:	Adam Berry, Deputy Secretary
Executive Leaders:	Carolyn Duggan, A/Executive Director, Centres, Venues Cassie Tuckwell, Executive Director – Corporate
C&V Leadership	Colin Robinson, Director, Centres (Metro & North) Lachlan Clark, A/Director, Customer Operations Nick Rendell, A/Director, Centres (West & South)
Corporate Services	Erin Torsello, Director, People and Culture

Employee Communication Strategy

The purpose of the employee communication and consultation strategy is to clearly articulate the approach to informing impacted employees about the proposed organisational change, what it means for them, their options and how changes to staffing will be managed under the Change Management Plan.

Consultation, input and feedback will be invited from impacted employees with respect to the proposed team structures and changes. Impacted employees will have multiple channels for engagement and consultation. This feedback and consultation process will be managed by Senior Leaders and collated in conjunction with the People and Culture team.

The communications strategy to impacted employees is multi-faceted and will include:

- Leader led communication.
- Individual/ small group briefing sessions for impacted employees.
    - Employees on leave and/or secondment will receive the same level of consultation.
- Option for follow up one on one or small group discussions for those directly impacted.
- Provision of supporting materials including proposed structures, role descriptions, FAQs and employee assistance program information.
- Communication via multiple channels for raising questions and providing feedback.

Detailed Action and Communication Plan and Timetable

Target Date	Action	Method	Responsibility	Key Messages	Audience	Communication material
12/09/2025	Secretary Approval	• Briefing Note	• CE	• Approve CMP	Secretary	• Briefing Note
25/09/2025	Core Exec Meeting - Final approval	• Face to Face	• Core Exec • P&C • Comms	• Approve detailed communications plan and resources	Core Exec	• CMP • Communications Plan and resources • Position Descriptions • Structures • Consultation Packs including case for change • FAQs
30/09/2025 - 23/10/2025	CV Leadership preparation & Support • 1:1 Meetings w/relevant leaders • Leadership extended meetings and Workshops	• Face to face • Microsoft Teams	• CV Senior Leaders • P&C	• Rationale behind the change • Change Management Plan to go out for consultation • Timetable • Support and role as leaders • Support for employees	Leaders of impacted Centres	• Change Management Plan • Consultation Packs & resources • Position Descriptions • FAQs
21/10/2025 – 22/10/2025	Communication with PSA	• Briefing – Microsoft Teams • Email	• Core Exec • P&C	• Rationale behind the change – Consultation Pack • Change Management Plan to go out for consultation. • Timetable • Support for employees	PSA	• Change Management Plan • Consultation Pack • Position Descriptions • FAQs

Target Date	Action	Method	Responsibility	Key Messages	Audience	Communication material
23/10/2025	Senior Leadership Forum	• Microsoft Teams / Face to Face	• Core Exec • P&C	• Rationale behind the change – Consultation Pack • Change Management Plan to go out for consultation. • Timetable • Support for employees • Rationale behind the change – Consultation Pack • Change Management Plan to go out for consultation	Members of Leadership Forum	• Consultation Pack • Proposed structure • Change Management Plan • Timeframes • Position Descriptions • FAQs
Commencing 24/10/2025	Employee consultation and support • 1:1 and Small Group meetings w/impacted employees	• Face to face • Change Hub	• Core Exec • Directors • P&C	• Rationale behind the change • Change Management Plan to go out for consultation. • Proposed structure /changes and potential roles/ preference/ feedback and any questions or concerns. • Timetable • Support available.	Impacted Employees	• Correspondence • Consultation Pack • Position Descriptions • Change Management Plan • EAP details

Target Date	Action	Method	Responsibility	Key Messages	Audience	Communication material
	• Meetings with other teams co-located and impacted teams	• Microsoft Teams • Change Hub	• Core Exec • Directors • P&C	• Rational behind the change • Change Management Plan to go out for consultation. • Timetable • Support and role as leaders. • Support for employees	Co-located teams at impacted sites	• Proposed structure • Change Management Plan • Timeframes • Position Descriptions • FAQs • EAP details
	• All employees	• Broadcast email • Change Hub	• CE • Comms	• Rational behind the change • Change Management Plan to go out for consultation. • Timetable • Support and role as leaders. • Support for employees	All employees	• Proposed structure • Change Management Plan • Timeframes • Position Descriptions • FAQs • EAP details
17/11/2025 - 19/11/2025	Consultation review • Consultation period ends • Review of Feedback	• Feedback collated and considered • Change Management Plan Finalised	• P&C	• Review and assess feedback • Change Management Plan	Core Exec	• Core Executive Paper
20/11/2025 - 21/11/2025	Final change decision/s • Core Exec approval	• Core Exec – meeting	• Core Exec • P&C	• Review of consolidated feedback • Final decision regarding proposed changes • Approval of Final Change Management Plan, Structures, roles descriptions	Core Exec	• Core Executive Paper

Target Date	Action	Method	Responsibility	Key Messages	Audience	Communication material
24/11/2025	• Communication with PSA	• Email	• P&C	• Advise Change Management Plan is final • Respond to questions & feedback	PSA	• Meeting
24/11/2025	• 1:1 meeting with impacted employees and their leaders	• Face to Face • Microsoft Teams	• Core Exec	Finalised: • Structures • Roles • Next steps • Approach to filling roles • Support	Impacted employees and leaders of impacted employees	• Final Structure • Position Descriptions • Support available • Next steps
	• Final Structure released	• Broadcast Email	• Core Exec • P&C • Comms	• Structure finalised	All employees	• Final Structure • Position Descriptions
24/11/2025 - through to finalisation of implementation	• Change support • Job application training / support	• Virtual / Face-to- face	• P&C	• EAP resources and wellbeing support available • Option of training offered to impacted employees and Job Application, Writing and Interview Skill	Impacted employees	• EAP and wellbeing resources • Application and Recruitment training sessions
24/11/2025 – until completion	• Placement process	• Various	• Directors • P&C	• Varied dependent upon placement stage and opportunities for placement	Impacted employees	• Position Descriptions • Implementation plan and assessment process/es
TBD – based upon process and individual	• Sector Mobility Program (8 weeks - + 2 weeks if across end of year shut down)	• Premier's Dept	• P&C	• Unplaced employees • Case management • Career support	Impacted unplaced employees	• NSW Government Policy • EAP Support

Target Date	Action	Method	Responsibility	Key Messages	Audience	Communication material
TBA – to be scheduled per site	• Go live - new structure in place	• Broadcast Email	• Core Exec	• Confirm new operating model, reporting lines and structure, priorities and support • Confirm organisation structure	All employees	• Email • FAQs • Final Structure
TBC – dependent on individual circumstances	• Potential excess employees	• Various	• Chief Executive	• Declaration of excess employee status	Excess impacted employees	• Settlement correspondence • Policy

**Adjustments to these timeframes may occur during consultation and implementation, these will be considered on a case-by-case basis and updated accordingly. It is also noted adjustments may be required for special circumstance such as employees absent due to leave as judged appropriate.*

The Changes to Organisational Structure

The following tables summarises the proposed changes to role numbers and employee numbers across impacted Centres including grade (where available) in the Centres and Venues Group. Please note that the data is accurate as of October 20th, 2025.

Centres and Venues – Local Maintenance delivery – Proposed Impacts

Function & Role	Maintenance Delivery								
	Current (as of Sept 2025)						Proposed*		Difference**
	Ongoing		Temp/Secondment		Total*		Ongoing	Total	Total
	Roles	People	Roles	People	Roles	People	Roles	People	Roles
Assets & Facilities Coordinator* / Facilities Coordinator* (Grade 7/8)	2	2	0	0	2	2	2	2	0
Services Coordinator (Grade 5/6)	8	8	0	1	8	9	8	8	0
Services Officer	22	18	0	2	22	20	12	12	-10
Assistant Services Officer (Grade 1/2)	2	2	1	1	3	3	0	0	-3
TOTAL	**34**	**28**	**1**	**4**	**35**	**32**	**22**	**22**	**-13**

**Proposed move to singular title*
*** Difference including ongoing roles only*

Centres and Venues – Catering Delivery - Proposed Impacts

Function & Role	Catering								
	Current (as of Sept 2025)						Proposed		Difference**
	Ongoing		Temp/Secondment		Total		Ongoing	Total	Total
	Roles	People	Roles	People	Roles	People	Roles	People	Roles
Senior Catering Officer	9	7	0	0	9	7	0	0	-9
Catering Coordinator	2	1	0	0	2	1	0	0	-2
Catering Officer	14	12	0	0	14	12	0	0	-14
TOTAL	**25**	**20**	**0**	**0**	**25**	**20**	**0**	**0**	**-25**

*** Difference including ongoing roles only*

Means of Filling Positions - Placement Process

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.
- NSW Government *Case Management Guidelines.*

The following scope and approach will be applied:

- The Placement Process includes ongoing employees and eligible Temporary Employees who are:
    - Currently assigned to a substantive role which is being deleted
    - Currently assigned to a substantive role which is being moved to a different business unit
    - For Ongoing Employees only - Are on temporary assignment, secondment or on long term leave, and hold a substantive role which is being deleted or moved.

- Eligible Temporary Employees (i.e. have been comparatively assessed at grade and employed for 12 months or more) may opt to be considered for Ongoing Assignment at grade in Step 4 of the Placement Process.

- Any assessments conducted under Steps 1, 2, 3 and 4 will be conducted under the Priority Assessment Principles contained in the NSW Government *Case Management Guidelines.*

- Subject to business needs, an employee may be entered into the Workforce Mobility Placement Program in accordance with the *NSW Government Workforce Mobility Placement Policy* once it is clear that an ongoing placement will not be available.

- If an employee completes the Mobility Period without being placed in a role, the Office of Sport will consider declaring then excess and the NSW Government Policy for Managing Excess Employee will then apply.

Step	Process	Action	Eligible Employees
Step 1	**Direct Placement – Same Centre/ Location** Where there are more (or equal) available roles as eligible employees at grade at a location.	Employees will be assigned to their equivalent role in the new structure without the need for assessment at the start of the placement process.	• Ongoing Facilities Coordinators and Service Coordinators • Ongoing Services Officers at the Centre they are substantively attached to.
Step 2	**Priority Assessment - Same Location** Where there are more eligible employees as available roles at a location	Assessment in accordance with Priority Assessment Principles. Where there are more candidates than roles a merit selection process limited to these candidates only shall be conducted.	• Ongoing Services Officers at the Centre they are substantively attached to.

Step 3	**Priority Assessment – Other Locations** Consideration of unplaced Ongoing Employees for remaining vacant roles at other Locations	Assessment in accordance with Priority Assessment Principles. Where there are more candidates than roles a merit selection process limited to these candidates only shall be conducted.	• Ongoing Services Officers at all Centres who are unplaced after Steps 1 and 2.
Step 4	**Suitability Assessment - Long term temporary employees** Long Term Temporary Employees may apply to be assessed for any remaining vacant Services Officer role.	Suitability Assessment Where there are more candidates than roles a merit selection process limited to these candidates only shall be conducted.	• Long Term Temporary Services Officers (12 months or more service) at all Centres who have been selected as a Services Officer through an externally advertised Comparative Assessment.
Step 5	**External Advertising** Any remaining vacant roles may be filled, subject to budget and operational requirements.	External advertising and filling of any remaining vacant roles (subject to business requirements). Note: All vacancies are subject to sector-wide matching of NSW Government Employees in the Workforce Mobility Placement Program before advertising	• All Staff • Members of the general community.

Workforce Mobility Placement Policy

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 (mobility check) 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.

EEO Group Impacts

No specific EEO groups have been identified as impacted. Any issues or concerns of this nature raised during the consultation process will be considered accordingly.

Rural Community Impacts

All necessary steps will be taken to ensure that any social, economic, or other consequences of the proposed changes are taken into consideration during and post consultation. The Office of Sport maintains its commitment to regional/rural recruitment in locations where we have facilities and/or offices. The roles to be delivered by potential contracted services will continue to be delivered in our regional Centre locations. We also commit, where possible, to create future state roles as flexible in location providing equitable opportunity for those regionally based.

Management of Excess Employees

Depending on the preferences of incoming contracted service providers, work opportunities may be offered to current employees before any formal mobility process is commenced.

Employees that are not placed in a role following completion of Step 4 of the Placement Process will participate in the *NSW Government Workforce Mobility Placement Program*. Employees that are not successfully matched following 8 weeks active participation in the placement process managed in accordance with the *NSW Government Workforce Mobility Placement Policy* may be declared Excess. The NSW Government Managing Excess Employees Policy (*D2011_007 Managing Excess Employees*) may apply from this point. Employees will be notified in writing when they are to be declared excess.

Management of Temporary Employees

Temporary employees assigned to roles within the impacted group will be able to apply for available vacant roles in Step 4 of the Placement Process if they satisfy the eligibility criteria. During the transition, current temporary employee arrangements will remain in place, most likely until the contracted end date, depending on the circumstances and roles available in the new structure and business requirements.

Support Services

Support will be made available to impacted employees that will be engaged in the Placement Process. This support will include:

- Option to attend training – 'Resume Preparation and Interview Techniques'.
- Support through the Employee Assistance Program – Converge: 1300 687 327; eap@convergeintl.com.au.
- Time provided to enable preparation for placement discussions and interview
- Support from leaders and People and Culture.

Resources

Resources available to support employees during the transition process include the Office of Sport Employee Assistance Program – Converge: 1300 687 327; eap@convergeintl.com.au.