

Media, Marketing & Strategic Engagement

Team changes

October 2026



Current Operating context

- Transfer of SOP(A) Sporting Venues into the Office of Sport will fundamentally change the **nature, scale and complexity** of our media, marketing and stakeholder communication/engagement requirements.
- Introduction of the business development function within Centres and Venues creates a corresponding need for marketing and customer engagement **resources** to support business development outcomes, venue utilisation, customer acquisition and relationship management
- Delivering on our 2024-28 Strategic Plan enabling “Everyone Plays Here”
- Long-term sustainability

Purpose	
Strategic Engagement & Reforms	Enable delivery of Strategy “Everyone Plays Here” through Strategic External Engagement

Function-led Team Structure

The proposed structure will

- Enhance capacity to manage government / ministerial / reputational media matters with specific capability to support these requirements
- Allow greater focus on proactive community and stakeholder engagement including promotion of OOS outcomes and partner / stakeholder impacts
- Provide clearer accountability across MO / government media, proactive PR and social media disciplines
- Allow alignment of social media with brand, content and campaign delivery
- Increase resilience through dedicated specialist capabilities and reduced risk around continuity

The principles guiding these shifts

Function-Led Operating Model

- Functions organised around core capabilities and technical expertise. → Functional and specialist excellence
- Integrated and proactive service delivery that aligns related functions, reduces silos and enables end to end support for organisational priorities.

Flexible and outcome driven resourcing

- Resources and capabilities aligned to strategic and customer priorities, driving participation, venue utilisation, business growth and OoS profile.
- Flexible deployment of capability across priority areas to meet evolving customer needs, organisational priorities and emerging opportunities.

Clear accountability and consistency

- Clear roles and shared standards reducing duplication, improving decision-making and enhancing stakeholder experience.
- Improved access to specialist expertise and consistent service delivery.

Sustainable and resilient capability

- Scalable operating model that reduces key person dependencies and supports future growth.
- Sustainable capability, capacity and resource allocation to support evolving demands over time.

People growth and development

- Clearer career pathways, improved collaboration and opportunities for professional progression.
- Functional leadership providing clear direction, supporting capability development and promoting consistent practices across the team.

Summary of Structural Changes

New Roles

- Media and Government Communications (7/8) role to lead the Media & Gov Comms function.
- Media – Community and Stakeholder (5/6) role in Media & Gov Comms function.
- Marketing and Communications Officer (5/6) role - temporary up to EOFY

Role Deleted

- Media and Strategic Communications Manager (9/10) role.

Role Changes

- The X2 (substantively vacant) Sr. Advisor (CG 7/8) roles will be updated to capture functional focus – i.e., Brand and Marketing (7/8) role and Digital Marketing Lead.

Role Title changes

- Brand & Design Advisor (CG 7/8) role to be retitled to Design Lead

Reporting Line Changes

- X1 Social Media and Content Producer (5/6) role moves to Digital Marketing function.
- X1 Marketing and Communications Officer (5/6) role moves to Digital Marketing function.
- X1 Marketing & Comms Support Officer (3/4) role moves to Brand & Marketing function.

Marketing, Media & Strategic Engagement – Future state

Key objective > Aligning related functions around shared expertise to build an agile and customer focused operating model

Related Functions Unified >> Enhanced Capability and Organisational Agility

Marketing function – Strengthening specialist expertise by bringing together digital, creative and brand capabilities under a single structure.

Media & Government – Strengthening coordination across media relations, government engagement, ministerial matters and strategic communications.

*Dedicated units creating clearer ownership, strengthens capability development and support a more **cohesive and customer-focused** experience.*

Function accountability	Benefits and Opportunities
Marketing Function (new merged function incorporating Digital & Brand)	Supporting integrated service team focused on contemporary practices and support. Increased capability and capacity by leveraging specialist capabilities effectively and opportunity for cross skilling and flexibility in the team.
Media & Government (integrated public communication unit)	Capability and career opportunities: • Exposure to broader work and impact; opportunities to participate in new priority areas. • Opportunities within team, e.g. acting opportunities; stakeholder engagement. • Internal knowledge sharing • Clear accountabilities and responsibilities across related functions.

Team Shift Plan and high-level timeline

Draft Steps and Timeline

27/10/26

28/10/26 – 10/11/26

11/11/26

11/01/27

1:1 Discussions

Team
DiscussionsTeam Feedback
& Consultation

Recruitment

Implementation

- Individual changes
- Team impacts
- Considerations, feedback and questions
- Channels for communication through shifts
- Support available – Change support; Career Support; Role application preparation and interview support (those directly impacted)

- Role movements
- Recruitment for new roles:
 - Media & Government Comms (7/8)
 - Brand and Marketing (7/8)
 - Digital Marketing (7/8)
 - Media – Community and Stakeholder (5/6)
 - Marketing and Communications Officer (5/6) (T)

- Finalised recruitment
- New hires onboarded
- Opportunities for sharing; shadowing; cross skilling

Support for you

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



Check out the
Frequently Asked
Questions (FAQs)



Contact People & Culture
Support:
[workforcemanagement@
sport.nsw.gov.au](mailto:workforcemanagement@sport.nsw.gov.au)



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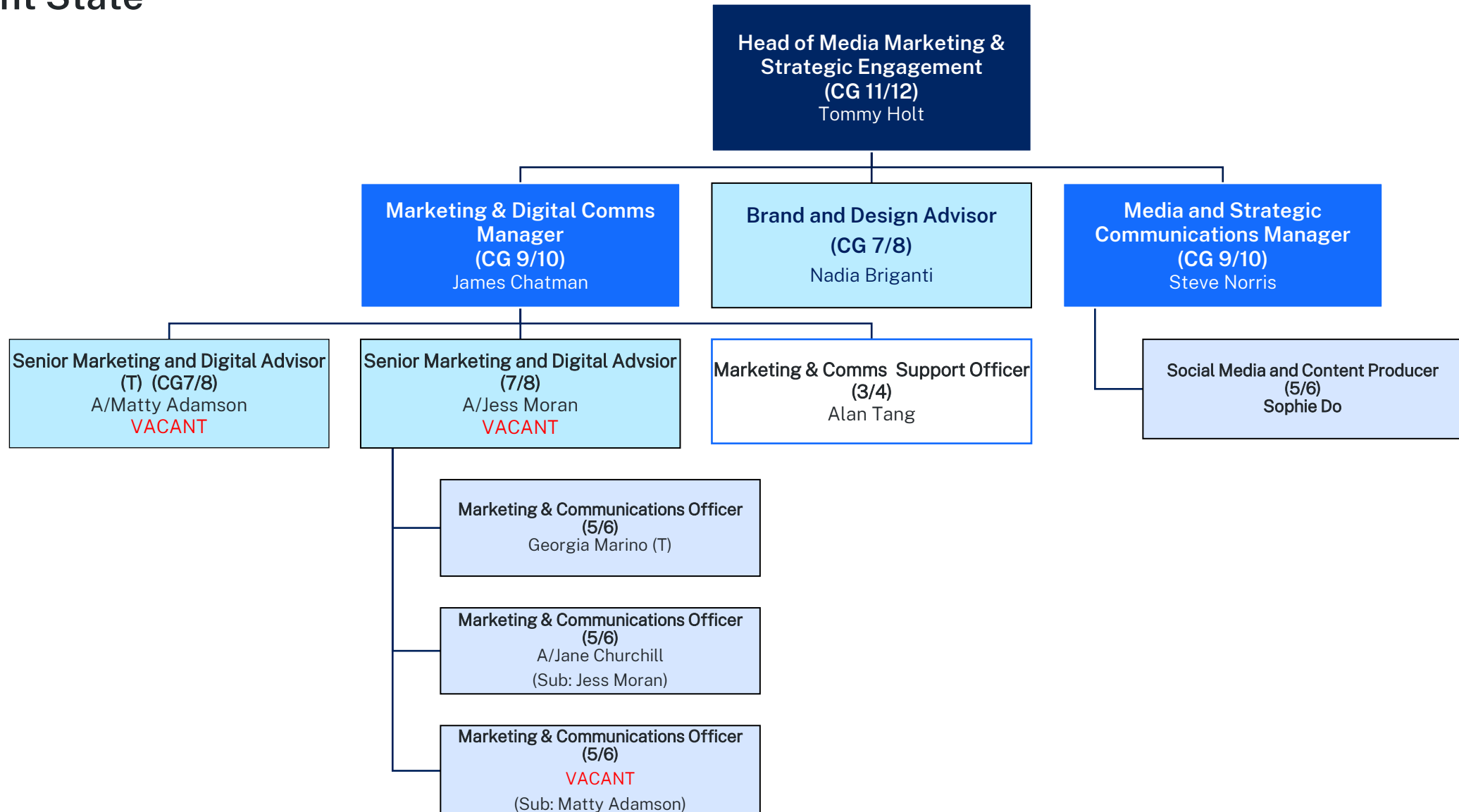
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Structures – Current and Future

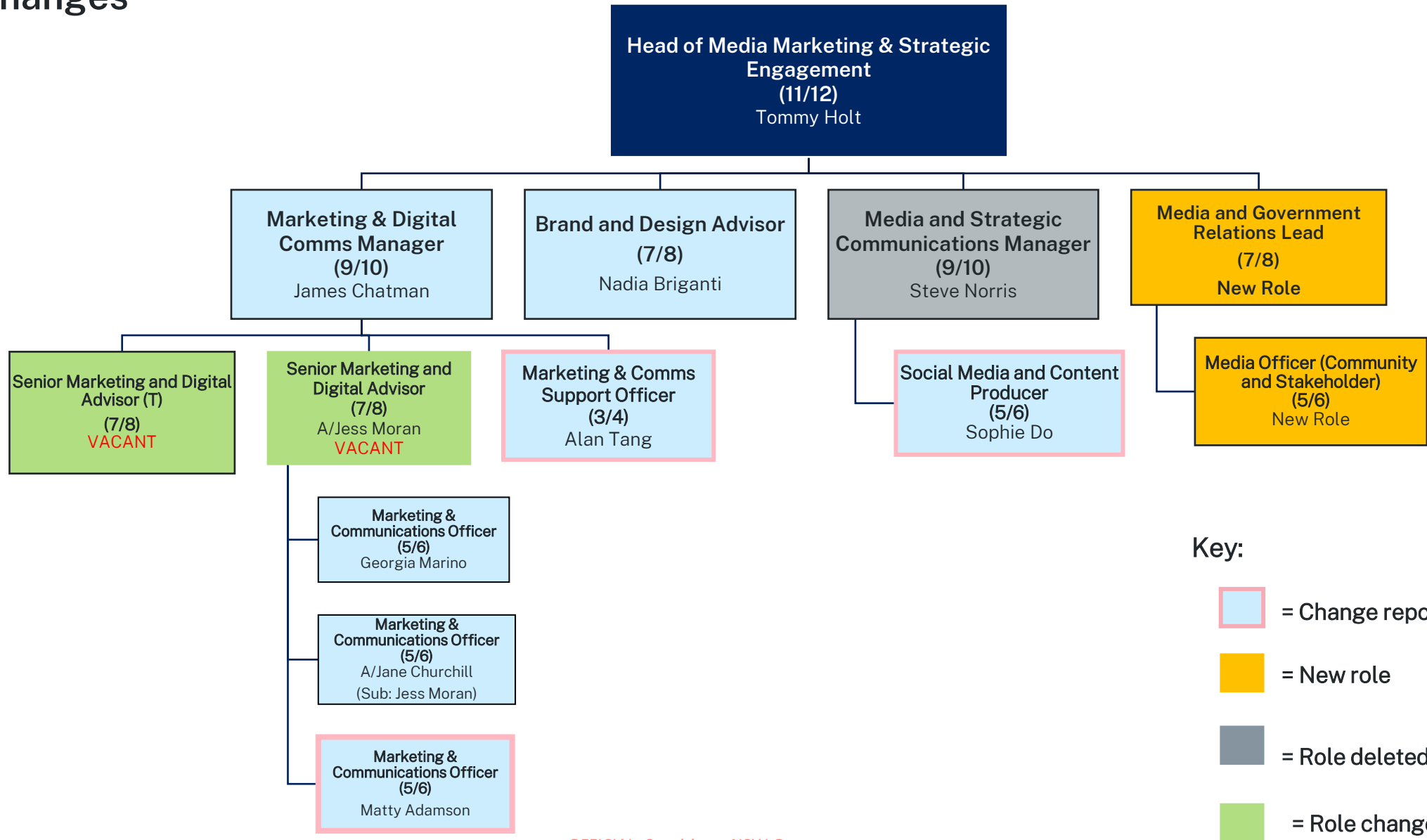
Team Structure: Media Marketing & Strategic Engagement

Current State

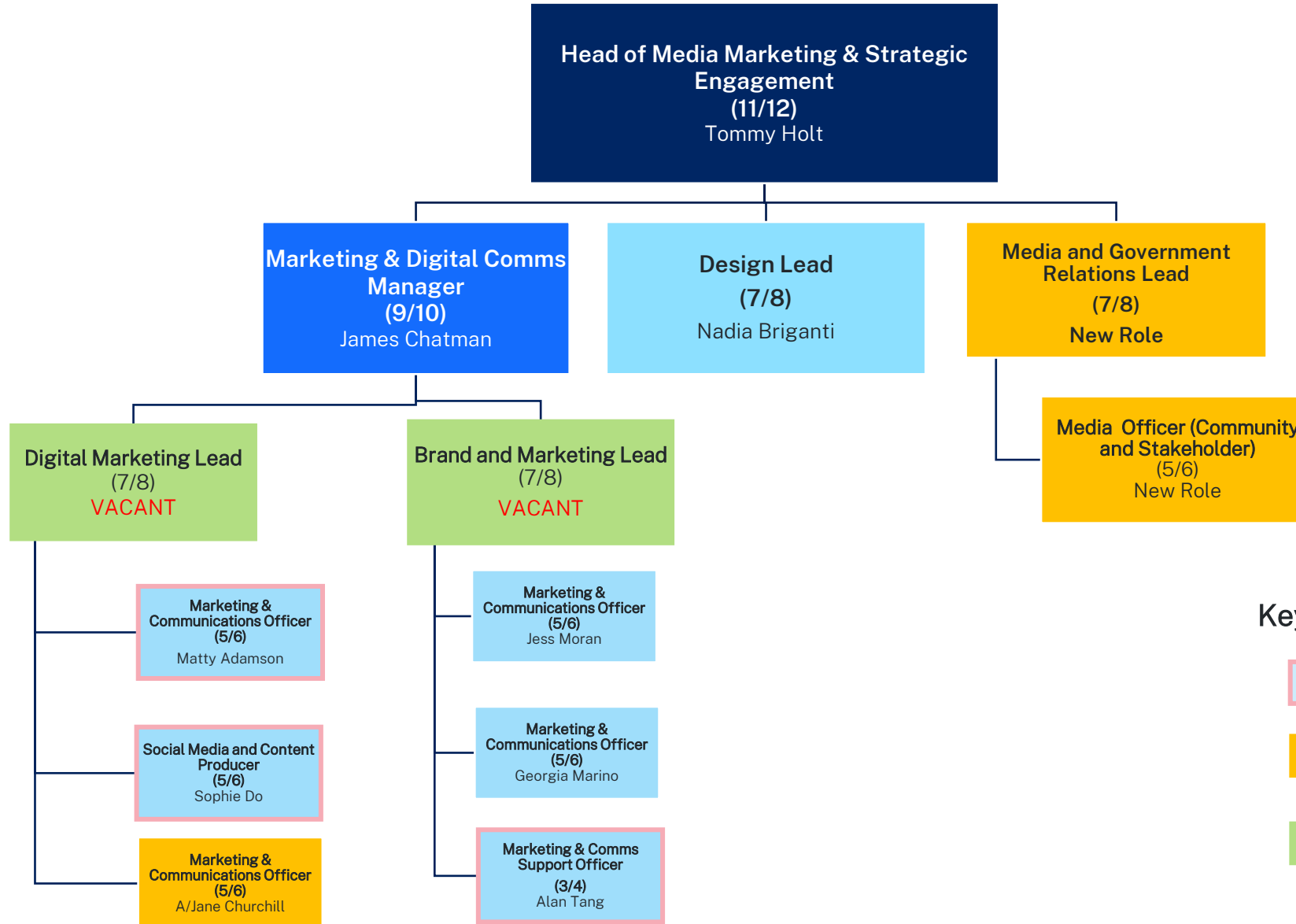


Team Structure: Media Marketing & Strategic Engagement

Role Changes



Team Structure: Media Marketing & Strategic Engagement Future State (Jan 2027)



Tentative recruitment timeline for all roles



