

# Role Description

## Coordinator Probity & Approvals

OFFICIAL



Creative Industries, Tourism,  
Hospitality and Sport

|                           |                                                                                |
|---------------------------|--------------------------------------------------------------------------------|
| Portfolio                 | Creative Industries, Tourism, Hospitality and Sport                            |
| Agency                    | Department of Creative Industries, Tourism, Hospitality and Sport              |
| Division/Branch/Unit      | Hospitality & Racing\ Regulatory Operations & Enforcement\ Assurance & Probity |
| Location                  | Sydney                                                                         |
| Classification/Grade/Band | Clerk Grade 9/10                                                               |
| ANZSCO Code               | 511112                                                                         |
| PCAT Code                 | 2119192                                                                        |
| Date of Approval          | August 2026                                                                    |
| Agency Website            | <a href="http://www.nsw.gov.au/dciths">www.nsw.gov.au/dciths</a>               |

### Agency overview

At the Department of Creative Industries, Tourism, Hospitality and Sport we bring vibrancy to NSW by growing our creative industries and workforces, driving strong visitor and night-time economies, ensuring a responsible hospitality sector, and putting arts, culture and sport at the heart of our communities.

Together we:

- create social and economic opportunities for the state
- support the creation of jobs across the creative, visitor and night-time economies
- prioritise First Nations artists, stories and culture
- ensure arts, culture and sport are at the heart of every community to be enjoyed and accessed by all
- drive visitation through events, campaigns and visitor experience development
- activate our night-time and creative economies to unlock unique precincts and community spaces
- deliver a vibrant and responsible hospitality, liquor, racing and gaming environment
- support NSW's key Cultural Institutions to ensure access for all, enable community experiences and education and preserve the state's diverse cultural assets and history.

### Primary purpose of the role

Coordinate and lead a specialist team which conducts probity investigations and processes a range of requests for regulatory approvals across a diverse group of regulated entities and individuals, including in the casino industry and gaming and wagering operators, to achieve Hospitality & Racing's regulatory objectives.

## Key accountabilities

- Coordinate and lead the development and implementation, including ongoing monitoring of, probity investigations programs and regulatory approvals programs to ensure Hospitality & Racing's regulatory objectives are met.
- Ensure reports, correspondence, briefs and submissions are detailed and accurate.
- Provide advice into and support the development of policy and strategies within Hospitality & Racing to ensure best practice regulation and the continuous improvement of the regulatory regime.
- Participate in high-level consultation and engagement with stakeholders to negotiate and influence outcomes, to manage issues, and to build awareness and capability in the team to ensure probity and regulatory approval outcomes are achieved.
- Identify opportunities for policy and operational practice improvement through research and monitoring of local, national, international and inter-governmental practices and trends in probity investigations and discretionary regulatory decision-making approaches and recommend options for improvement.
- Participate in the presentation of strategic plans, operational frameworks, committee papers, briefings, and reports to internal and external stakeholders, including proposals for the implementation of innovative regulatory approaches.
- Coordinate research, analysis and review of complex issues, identifying emerging issues and trends, and developing evidence-based options and strategies, to ensure problems are resolved and risks are mitigated.
- Lead consultation and engagement with stakeholders to negotiate and influence outcomes, to manage issues, and to build awareness and capability in the team to ensure regulatory objectives are met.

## Key challenges

- Ensuring staff gain and maintain an operational understanding of liquor, gaming and casino regulation, and current knowledge of local, national, international and inter-governmental practices and trends in approaches to probity investigations and regulatory approvals, and recommend options for improvement.
- Effectively dealing with multiple complex issues, activities and stakeholders within the context of potentially competing priorities and sensitive nature of the work.
- Assisting staff in gaining and maintaining necessary specialist skillset to be able to effectively undertake regulatory activities in the context of a rapidly changing, customer focused, regulatory environment.

## Key relationships

| Who                                        | Why                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Internal</b>                            |                                                                                                                                                                                                                                                                                                                                                                                |
| Reporting Line Manager                     | <ul style="list-style-type: none"> <li>• Receive guidance and instruction, seek clarification and advice, and report on progress against work plans.</li> <li>• Escalate and discuss issues.</li> <li>• Identify emerging issues/risks and provide options for potential solutions.</li> <li>• Provide input and respond to requests for information and briefings.</li> </ul> |
| Work Team                                  | <ul style="list-style-type: none"> <li>• Participate in meetings, share information and provide input on issues.</li> <li>• Provide input, support and advice to colleagues and team members to contribute to team outcomes.</li> <li>• Develop and maintain effective working relationships and open channels of communication.</li> </ul>                                    |
| Direct Reports                             | <ul style="list-style-type: none"> <li>• Support, guide and manage performance.</li> </ul>                                                                                                                                                                                                                                                                                     |
| Internal Stakeholders                      | <ul style="list-style-type: none"> <li>• Respond to queries, identify needs, communicate services and redirect, escalate or resolve issues.</li> </ul>                                                                                                                                                                                                                         |
| <b>External</b>                            |                                                                                                                                                                                                                                                                                                                                                                                |
| Other NSW Government/Commonwealth Agencies | <ul style="list-style-type: none"> <li>• Establish professional networks and relationships across agencies to share ideas and learnings and collaborate on common responses to emerging and/or developing issues.</li> </ul>                                                                                                                                                   |
| External Stakeholders                      | <ul style="list-style-type: none"> <li>• Respond to queries, identify needs, communicate services and redirect, escalate or resolve issues.</li> <li>• Resolve and provide solutions to issues, ensuring the Executive is apprised of emerging issues.</li> </ul>                                                                                                              |
| Vendors/Suppliers/Consultants              | <ul style="list-style-type: none"> <li>• Manage contracts for quality, on time service delivery and performance targets.</li> <li>• Negotiate, collaborate and engage with suppliers to facilitate on-time delivery of projects, products and services.</li> </ul>                                                                                                             |

## Role dimensions

### Decision making

This role has autonomy and makes decisions that are under their direct control. It refers to a Manager decisions that require significant change to program outcomes or timeframes or are likely to escalate or require submission to a higher level of management. This role is fully accountable for the delivery of work assignments on time and to expectations in terms of quality, deliverables and outcomes. This role submits reports, business cases and other forms of written advice with minimal input from the manager.

## Reporting line

The role accounts and reports to the Manager – Probity & Approvals.

## Direct reports

This role has up to 6 direct reports depending on operational requirements

## Budget/Expenditure

Budget and expenditure will be in line with DCITHS delegations.

## Key knowledge and experience

- Extensive experience leading and coordinating regulatory investigations and administrative decision-making initiatives and programs.
- Demonstrated experience in management of stakeholders, with strong leadership skills and the ability to drive performance in complex, politically and commercially sensitive environment.
- Demonstrated experience working in a leadership role, delivering specialist and authoritative advice to Line Managers.

## Essential requirements

- Tertiary qualifications in a relevant discipline or demonstrated equivalent relevant professional experience.
- Appointment and ongoing assignment are subject to satisfactorily meeting and maintaining requirements to be appointed as an Inspector under relevant legislation.
- Appointment and ongoing assignment are subject to satisfactorily meeting pre-employment and ongoing probity screening to meet the integrity standards set out in section 14 of the Gaming and Liquor Administration Act 2007.
- The person occupying the role will be designated as a key official under section 16 of the Gaming and Liquor Administration Act 2007 and may be subject to restrictions, such as restrictions on attending certain premises.

## Capabilities for the role

The [NSW public sector capability framework](#) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.

The capabilities are separated into focus capabilities and complementary capabilities

## Focus capabilities

*Focus capabilities* are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

## Focus capabilities

| Capability group/sets                                                                                           | Capability name                                                                                                                 | Behavioural indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Level        |
|-----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| <br><b>Personal attributes</b> | <b>Act with integrity</b><br>Be ethical and professional, and uphold and promote the public sector values                       | <ul style="list-style-type: none"> <li>Model the highest standards of ethical and professional behaviour and encourage others to do the same</li> <li>Set an example for others to follow by representing your organisation in an honest, ethical and professional way</li> <li>Promote a culture of integrity and professionalism within your organisation and when dealing with external organisations</li> <li>Reinforce and monitor the use of ethical practices, standards and systems</li> <li>Promote practices and systems that create a workplace culture that values high ethical standards and behaviour</li> </ul>                                                       | Advanced     |
| <br><b>Relationships</b>     | <b>Communicate effectively</b><br>Communicate clearly, pay attention to others, and respond with understanding and respect      | <ul style="list-style-type: none"> <li>Tailor communication to suit the needs, backgrounds and perspectives of diverse audiences and address barriers to participation</li> <li>Clearly explain complex ideas and arguments to individuals and groups</li> <li>Create opportunities for others to contribute</li> <li>Share information with other teams and business units to enable informed decision-making</li> <li>Write clearly and concisely in a range of styles and formats</li> <li>Use contemporary communication channels to share information, engage and interact with diverse audiences</li> <li>Pay attention and encourage others to express their views</li> </ul> | Adept        |
| <br><b>Relationships</b>     | <b>Commit to customer service</b><br>Provide customer-focused services in line with public sector and organisational objectives | <ul style="list-style-type: none"> <li>Focus on providing a positive customer experience</li> <li>Support a customer-focused culture in your organisation</li> <li>Demonstrate a thorough knowledge of the available services and share relevant information with customers</li> <li>Identify and respond quickly to customer needs</li> <li>Consider different customer needs and experiences when developing solutions to meet needs</li> </ul>                                                                                                                                                                                                                                    | Intermediate |

| Capability group/sets                                                                              | Capability name                                                                                                              | Behavioural indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Level    |
|----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
|                                                                                                    |                                                                                                                              | <ul style="list-style-type: none"> <li>Resolve complex customer issues</li> <li>Cooperate across work areas to improve outcomes for customers</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |          |
|  <p>Results</p>   | <p><b>Deliver results</b></p> <p>Achieve results by using resources efficiently and committing to quality outcomes</p>       | <ul style="list-style-type: none"> <li>Use your own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes</li> <li>Ensure staff understand expected goals and acknowledge staff success in achieving these</li> <li>Identify the resources people need and ensure goals are achieved within budget and on time</li> <li>Use business data to evaluate outcomes and inform continuous improvement</li> <li>Identify priorities that need to change and ensure the way resources are allocated meets new business needs</li> <li>Ensure you budget for and clearly state the financial impacts of new priorities</li> </ul>                                                                                                                                                                          | Adept    |
|  <p>Results</p> | <p><b>Think and solve problems</b></p> <p>Think, analyse and consider the broader context to develop practical solutions</p> | <ul style="list-style-type: none"> <li>Undertake objective, critical analysis to reach accurate conclusions that recognise and manage contextual issues</li> <li>Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others</li> <li>Consider the wider business context when thinking about options to resolve issues</li> <li>Explore a range of possibilities and creative alternatives to improve systems, processes and business practices</li> <li>Put systems and processes in place that are supported by high-quality research and analysis</li> <li>Look for opportunities to design innovative solutions to meet customers' needs and service demands</li> <li>Evaluate the performance and effectiveness of services, policies and programs against clear criteria</li> </ul> | Advanced |
|                 | <p><b>Demonstrate accountability</b></p> <p>Be proactive and responsible for your actions, and follow</p>                    | <ul style="list-style-type: none"> <li>Assess work outcomes, and identify and share what you learnt to inform future actions</li> <li>Ensure your own and others' actions focus on achieving organisational goals</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Adept    |

| Capability group/sets                                                                                    | Capability name                                                                                                | Behavioural indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Level        |
|----------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| Results                                                                                                  | legislation, policy and guidelines                                                                             | <ul style="list-style-type: none"> <li>Exercise delegations responsibly Understand and apply high standards of financial probity with public money and other resources</li> <li>Identify and implement safe work practices, taking a systematic risk management approach to ensure your own and others' health and safety</li> <li>Conduct and report on quality control audits</li> <li>Identify and mitigate risks to achieving goals</li> <li>Consider data security, ethics and privacy in decision making</li> </ul>                                                                                                                                                                                                                                                                                   |              |
| <br>Business enablers   | <b>Technology</b><br>Understand and use available technology to maximise efficiencies and effectiveness        | <ul style="list-style-type: none"> <li>Identify opportunities to collaborate using a range of technologies</li> <li>Monitor compliance with policies for cyber security and acceptable technology use</li> <li>Identify and evaluate how technology supports business strategies and objectives, raising concerns where outputs may be inappropriate</li> <li>Monitor compliance with your organisation's records, information and knowledge management requirements</li> <li>Check that outputs from systems and digital tools support objectives and meet expected standards</li> </ul>                                                                                                                                                                                                                   | Adept        |
| <br>People management | <b>Manage and develop people</b><br>Engage with and motivate staff, and develop their capability and potential | <ul style="list-style-type: none"> <li>Collaborate with your team to set clear performance standards and deadlines in line with established performance development frameworks</li> <li>Look for ways to develop team capability and recognise and develop individual potential</li> <li>Be constructive and build on strengths by giving timely feedback that people can act on</li> <li>Identify and act on opportunities to coach and mentor others</li> <li>Recognise performance issues that need to be dealt with and work promptly to resolve them</li> <li>Effectively support and manage team members who are working flexibly and in different locations</li> <li>Create a safe environment that considers and respects team members' individual differences, backgrounds and cultures</li> </ul> | Intermediate |

| Capability group/sets | Capability name | Behavioural indicators                                                                                                                      | Level |
|-----------------------|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------|-------|
|                       |                 | <ul style="list-style-type: none"> <li>Reflect on feedback about your management style and potential areas where you can improve</li> </ul> |       |

## Complementary capabilities

*Complementary capabilities* are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying performance required for the role and development opportunities.

Note: capabilities listed as 'not essential' for this role are not relevant for recruitment purposes however may be relevant for future career development.

| Capability group/sets                                                                                           | Capability name                            | Description                                                                                      | Level        |
|-----------------------------------------------------------------------------------------------------------------|--------------------------------------------|--------------------------------------------------------------------------------------------------|--------------|
| <br><b>Personal attributes</b> | <b>Display resilience and courage</b>      | Be open and honest, prepared to express your views, and willing to accept and commit to change   | Adept        |
|                                                                                                                 | <b>Manage self</b>                         | Be persistent, self-reflect and commit to learning                                               | Adept        |
|                                                                                                                 | <b>Value diversity and inclusion</b>       | Be inclusive and respect diverse backgrounds, experiences and perspectives                       | Adept        |
| <br><b>Relationships</b>      | <b>Work collaboratively</b>                | Collaborate with others and value their contribution                                             | Adept        |
|                                                                                                                 | <b>Influence and negotiate</b>             | Gain consensus and commitment from others, and resolve issues and conflicts                      | Adept        |
| <br><b>Results</b>           | <b>Plan and Prioritise</b>                 | Plan to achieve priority outcomes and respond flexibly to changing circumstances                 | Adept        |
| <br><b>Business enablers</b> | <b>Finance</b>                             | Understand and apply financial processes to achieve value for money and minimise financial risk  | Intermediate |
|                                                                                                                 | <b>Procurement and contract management</b> | Understand and use procurement processes to ensure effective purchasing and contract performance | Intermediate |
|                                                                                                                 | <b>Project Management</b>                  | Understand and use effective ways to plan, coordinate and control projects                       | Adept        |
| <br>                         | <b>Inspire direction and purpose</b>       | Communicate goals, priorities and vision, and recognise achievements                             | Intermediate |
|                                                                                                                 | <b>Optimise business outcomes</b>          | Manage people and resources effectively to achieve public value                                  | Intermediate |

| Capability group/sets    | Capability name                 | Description                                                        | Level        |
|--------------------------|---------------------------------|--------------------------------------------------------------------|--------------|
| <b>People management</b> | <b>Manage reform and change</b> | Support and champion change, and help others to engage with change | Intermediate |