

Role Description

Manager Hospitality and Gaming Operations



Creative Industries, Tourism,
Hospitality and Sport

Portfolio	Creative Industries, Tourism, Hospitality and Sport
Department/Agency	Department of Creative Industries, Tourism, Hospitality and Sport
Division/Branch/Unit	Hospitality & Racing \ Regulatory Operations & Enforcement \ Compliance & Enforcement
Location	Sydney/Regional NSW
Classification/Grade/Band	Clerk Grade 11/12
OSCA Code	111632
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Date of Approval	October 2026
Agency Website	www.nsw.gov.au/dciths

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.

[Creative Industries, Tourism, Hospitality and Sport | NSW Government](#)

Primary purpose of the role

Lead and manage a team conducting hospitality and gaming focused inspections to promote and ensure regulatory compliance in hospitality and gaming operations administered by the Department through a range of functions, including intelligence, audit, investigation and assurance activities.

Key accountabilities

- Lead and manage inspections, complaint handling, investigations and provide strategic advice and recommendations to senior officers to inform decision making.
- Manage the development and implementation of proactive operational deployment plans to achieve team and agency objectives, respond to identified and emerging risks and contribute to the organisation's strategic priorities.
- Make recommendations and/or directly take statutory or other actions under delegation to address issues of non-compliance or high risk within designated areas of responsibility, potentially including case management and taking or contributing to formal enforcement actions including prosecutions.
- Communicate effectively and provide timely expert advice and support to key internal and external stakeholders to achieve improved industry outcomes.
- Determine team priorities and allocate resources to ensure that inspection activities are carried out effectively, manage the team and provide coaching and professional development activities to align resources to deliver priorities and a positive customer and employee experience, and model and drive a culture of collaboration, continuous improvement, quality outcomes and attention to detail.
- Maintain awareness of relevant issues, obligations, insights, challenges, industry trends and practices and opportunities to identify, evaluate, recommend and deliver innovative solutions that optimise outcomes and contribute to a best practice function in line with organisational and government priorities.

Key challenges

- Contributing to a transparent and robust compliance framework that meets community expectations, promotes compliance, deters non-compliance and adds to the public value of a modern, responsive risk-based regulator given potentially competing priorities.
- Developing and maintaining effective compliance tools, processes and procedures to support the Department's regulatory role while maintaining customer service outcomes.
- Ensuring staff have the necessary specialist skillset to be able to effectively undertake compliance activities in the context of a rapidly changing, customer focused, regulatory environment.

Key relationships

Who	Why
Internal	
Executive	• Provide expert advice and support to respond to and deliver against strategic and business plans, agreed projects and new initiatives. • Represent the Executive in discussions establishing the appropriateness and timing of the Executive's involvement. • Facilitate information flow and effective feedback.
Director	• Receive guidance and instruction, seek clarification and advice, and report on progress against work plans. • Identify emerging issues/risks and their implications and propose solutions. • Report on progress towards business objectives and discuss future directions.
Work Team	• Participate in meetings, share information and provide input on issues. • Support team members and work collaboratively to contribute to achieving team outcomes. • Develop and maintain effective working relationships and open channels of communication.
Direct Reports	• Support, guide and manage performance.
Internal Stakeholders	• Respond to queries, exchange information, and work collaboratively to resolve issues.
External	
Other NSW Government Agencies	• Establish professional networks and relationships across NSW Government, share ideas and learnings, and collaborate on common responses to emerging and/or developing issues.
External Stakeholders	• Engage with relevant stakeholders to open channels of communication, provide expert advice, gather and exchange relevant information. • Resolve and provide solutions to issues, ensuring the Executive is apprised of emerging issues.
Vendors/Suppliers/Consultants	• Manage contracts for quality, on time service delivery and performance targets. • Negotiate, collaborate and engage with suppliers to facilitate on-time delivery of projects, business products and services.

Role dimensions

Decision making

This role has autonomy and makes decisions that are under their direct control. It refers to the Executive decisions that require significant change to program outcomes or timeframes or are likely to escalate. 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 Director.

Reporting line

The role accounts and reports to the Director Hospitality and Gaming Operations.

Direct reports

This role has up to 15 direct reports depending on operational requirements.

Budget/Expenditure

Budget and expenditure will be in line with DCITHS delegations.

Key knowledge and experience

- Stakeholder management expertise and experience navigating through government processes combined with strong leadership skills and the ability to drive performance in complex, politically and commercially sensitive environment.
- Demonstrated experience working at a senior or management level in a complex regulatory organisation delivering specialist and authoritative advice to executive leadership.
- Extensive experience managing regulatory compliance activities, initiatives and programs.

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 and maintaining pre-employment and ongoing probity screening requirements and the integrity standards set out in relevant Legislation and/or related policies.
- 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.
- Willingness and availability to meet the shift-work requirements of the role.

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.

Capability group/sets	Capability name	Behavioural indicators	Level
 Personal attributes	Act with integrity Be ethical and professional, and uphold and promote the public sector values	• Model the highest standards of ethical and professional behaviour and encourage others to do the same • Set an example for others to follow by representing your organisation in an honest, ethical and professional way • Promote a culture of integrity and professionalism within your organisation and when dealing with external organisations • Reinforce and monitor the use of ethical practices, standards and systems • Promote practices and systems that create a workplace culture that values high ethical standards and behaviour	Advanced
 Relationships	Communicate effectively Communicate clearly, pay attention to others, and respond with understanding and respect	• Present with credibility, engage diverse audiences and test whether they understand you • Translate technical and complex information clearly and concisely for different audiences • Create opportunities for others to contribute to discussion and debate	Advanced

Capability group/sets	Capability name	Behavioural indicators	Level
		- Set an example by promoting information sharing across your organisation - Manage complex communications that involve understanding and responding to multiple and divergent viewpoints - Explore creative ways to share information and communicate with diverse audiences - Leverage insights from people with lived experience to shape communication and engagement strategies - Write clearly, concisely and persuasively in a range of styles and formats	
 Relationships	Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	- Promote an inclusive, customer-focused culture in your organisation and consider new ways of working to improve customer experience - Ensure that your organisation's systems, processes, policies and programs collect customer feedback and insights, and use these to inform your response to customer needs - Initiate and develop partnerships with customers to define and evaluate service performance outcomes - Promote and manage partnerships within your organisation and across the public, private and community sectors - Communicate with senior stakeholders about key issues and provide expert and influential advice - Consider customers' experience when designing business processes and improving services - Encourage new ideas and creative ways to involve customers in designing business processes and improving services	Advanced
 Results	Deliver Results Achieve results by using resources efficiently and committing to quality outcomes	- Seek and apply the expertise of key individuals to achieve business outcomes - Lead a culture of achievement and acknowledge others' input - Determine how outcomes will be measured and guide others on evaluation methods	Advanced

Capability group/sets	Capability name	Behavioural indicators	Level
		- Investigate and create opportunities to enhance the achievement of business objectives - Make sure others understand the need for on-time and on-budget results and how success is defined - Control business unit output to ensure government outcomes are achieved within budget and on time - Progress organisational priorities and ensure resources are acquired and used effectively	
 Results	Think and solve problems Think, analyse and consider the broader context to develop practical solutions	- Undertake objective, critical analysis to reach accurate conclusions that recognise and manage contextual issues - Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others - Consider the wider business context when thinking about options to resolve issues - Explore a range of possibilities and creative alternatives to improve systems, processes and business practices - Put systems and processes in place that are supported by high-quality research and analysis - Look for opportunities to design innovative solutions to meet customers' needs and service demands - Evaluate the performance and effectiveness of services, policies and programs against clear criteria	Advanced
 Results	Demonstrate accountability Be proactive and responsible for your actions, and follow legislation, policy and guidelines	- Design and develop systems to establish and measure accountabilities - Ensure accountabilities are exercised in line with government and organisational goals - Exercise due diligence to ensure work health and safety risks are addressed - Oversee quality assurance practices	Advanced

Capability group/sets	Capability name	Behavioural indicators	Level
		- Model the highest standards of financial probity, demonstrating respect for public money and other resources - Monitor and maintain the business unit's knowledge of and compliance with legislative and regulatory frameworks - Incorporate sound risk management principles and strategies into business planning - Make strategic and sustainable choices that balance meeting short-term goals with long-term success	
 Business enablers	Technology Understand and use available technology to maximise efficiencies and effectiveness	- Identify opportunities to collaborate using a range of technologies - Monitor compliance with policies for cyber security and acceptable technology use - Identify and evaluate how technology supports business strategies and objectives, raising concerns where outputs may be inappropriate - Monitor compliance with your organisation's records, information and knowledge management requirements - Check that outputs from systems and digital tools support objectives and meet expected standards	Adept
 People management	Manage and develop people Engage with and motivate staff, and develop their capability and potential	- Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes - Adjust performance development processes to meet the diverse abilities and needs of individuals and teams - Develop work plans that consider capability, strengths and opportunities for development - Be aware of the effects of bias when managing team members - Seek feedback about your management capabilities and develop strategies to improve on them - Address and resolve team and individual performance issues, including	Adept

Capability group/sets	Capability name	Behavioural indicators	Level
		unsatisfactory performance, promptly and effectively • Monitor and report on team performance in line with established performance development frameworks • Develop positive relationships to ensure cultural safety and trust between team members	

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
 Personal attributes	Manage self	Be persistent, self-reflect and commit to learning	Adept
	Value diversity and inclusion	Be inclusive and respect diverse backgrounds, experiences and perspectives	Adept
	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Adept
 Relationships	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
	Work collaboratively	Collaborate with others and value their contribution	Adept
 Results	Plan and prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept

Capability group/sets	Capability name	Description	Level
 Business enablers	Project Management	Understand and apply effective planning, coordination and control methods	Intermediate
	Procurement and contract management	Understand and use procurement processes to ensure effective purchasing and contract performance	Intermediate
 People management	Inspire direction and purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
	Optimise business outcomes	Manage people and resources effectively to achieve public value	Adept
	Manage reform and change	Support and champion change, and help others to engage with change	Adept