

# Role Description

## Change and Engagement Lead – Gaming Reform

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Creative Industries, Tourism,  
Hospitality and Sport

|                           |                                                                   |
|---------------------------|-------------------------------------------------------------------|
| Cluster                   | Creative Industries, Tourism, Hospitality and Sport               |
| Agency                    | Department of Creative Industries, Tourism, Hospitality and Sport |
| Division/Branch/Unit      | Hospitality & Racing / Regulatory Policy                          |
| Location                  | Sydney                                                            |
| Classification/Grade/Band | Clerk Grade 9/10                                                  |
| ANZSCO Code               | 225311                                                            |
| PCAT Code                 | 1221492                                                           |
| 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

The Change and Engagement Lead – Gaming Reform is responsible for leading the strategic planning, coordination and delivery of change management and stakeholder engagement activities that support the successful implementation of the NSW Government's gaming reform agenda. The role drives organisational readiness, adoption and stakeholder confidence by developing and delivering evidence-based change, communication and engagement strategies across government, industry and community stakeholders.

Working in a complex and high-profile policy environment, the role provides expert advice on change impacts, risks and stakeholder management, and leads initiatives that build understanding, commitment and capability to achieve reform outcomes.

### Key accountabilities

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- Lead the planning and delivery of change, communication and stakeholder engagement strategies to support the successful implementation of the NSW Government's gaming reform agenda.
- Develop and implement engagement programs and activities that maximise stakeholder awareness, participation, readiness, and adoption of reform initiatives.
- Support the Project Sponsor and Project Director to manage stakeholder relationships across government, industry and community sectors, providing effective communication, negotiation and issues management to achieve program outcomes.
- Provide expert advice to leaders on change management, engagement, communications, risks, impacts and strategies to support enterprise-wide transformation and reform delivery.
- Lead the development of clear, accurate and compelling communications, briefings, reports, presentations and correspondence for senior executives, government and external stakeholders.
- Establish and maintain frameworks, systems and reporting mechanisms to monitor stakeholder engagement activities, measure effectiveness, and support continuous improvement.
- Oversee change implementation and transition activities to ensure operational readiness, service acceptance requirements and quality standards are achieved prior to implementation.
- Monitor, evaluate and report on change outcomes, benefits realization and program performance, identifying opportunities to improve stakeholder experience, service delivery and reform outcomes.

## Key challenges

- Navigating differing priorities, expectations and concerns across government agencies, industry participants, community groups and other stakeholders while maintaining support for reform objectives and implementation timelines.
- Building understanding, commitment and readiness for significant regulatory and operational changes where impacts may be wide-ranging, sensitive and subject to public, media and political scrutiny.
- Ensuring change initiatives are implemented effectively and on schedule while managing risks, maintaining service continuity, and achieving sustainable adoption of new processes, systems and ways of working.

## 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> </ul>                                                                                                                                        |

| Who                                        | Why                                                                                                                                                                                                                                                            |
|--------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                            | <ul style="list-style-type: none"> <li>Develop and maintain effective working relationships and open channels of communication.</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 decisions to a Manager 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 Program Manager – Gaming Reform.

### Direct reports

This role has no direct reports.

### Budget/Expenditure

Budget and expenditure will be in line with department delegations.

## Key knowledge and experience

- Experience leading change, communication and stakeholder engagement initiatives in a complex government, regulatory or transformation environment.

- Experience and/or knowledge and understanding of NSW Public Sector policies, and regulatory, legislative and statutory requirements as they relate to the administration, management, governance and reporting of government programs.
- Industry experience in clubs and/or gaming sector or demonstrated knowledge of the NSW gaming regulatory environment is desirable.

## Essential requirements

- Tertiary qualifications in a relevant discipline or demonstrated equivalent relevant professional experience.

## 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 |
|-------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| <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>• Represent your organisation in an honest, ethical and professional way and encourage others to do so</li> <li>• Act professionally and support a culture of integrity</li> <li>• Identify and explain ethical issues and set an example for others to follow</li> <li>• Promote a workplace culture that values high ethical standards and behaviour</li> <li>• Act to prevent and report misconduct and inappropriate behaviour</li> <li>• Put strategies in place to manage and monitor conflicts of interest</li> <li>• Ensure that others are aware of and understand the legislation and policy framework within which they operate</li> </ul> | Adept |

| Capability group/sets                                                                                           | Capability name                                                                                                                 | Behavioural indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Level    |
|-----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| <br><b>Personal attributes</b> | <b>Manage self</b><br>Be persistent, self-reflect and commit to learning                                                        | <ul style="list-style-type: none"> <li>• Keep up to date with contemporary knowledge and practices</li> <li>• Seek and take advantage of opportunities to learn and apply new skills</li> <li>• Commit to achieving challenging goals</li> <li>• Seek and respond positively to constructive feedback and advice</li> <li>• Examine and reflect on your performance</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Adept    |
| <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>• Present with credibility, engage diverse audiences and test whether they understand you</li> <li>• Translate technical and complex information clearly and concisely for different audiences</li> <li>• Create opportunities for others to contribute to discussion and debate</li> <li>• Set an example by promoting information sharing across your organisation</li> <li>• Manage complex communications that involve understanding and responding to multiple and divergent viewpoints</li> <li>• Explore creative ways to share information and communicate with diverse audiences</li> <li>• Leverage insights from people with lived experience to shape communication and engagement strategies</li> <li>• Write clearly, concisely and persuasively in a range of styles and formats</li> </ul> | Advanced |
| <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>• Take responsibility for delivering high-quality customer-focused services</li> <li>• Design processes and policies based on the customers' experience and engage people with lived experience to inform service improvements</li> <li>• Create opportunities to learn about and measure what is important to customers by engaging with a wide range of customer experience</li> <li>• Use customer data, feedback and insights to improve service delivery</li> <li>• Find opportunities to collaborate with internal and external stakeholders to improve outcomes for customers</li> <li>• Maintain relationships with key customers in your area of expertise</li> <li>• Connect and collaborate with relevant customers from the community</li> </ul>                                               | Adept    |

| Capability group/sets                                                                                    | Capability name                                                                                                   | Behavioural indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Level    |
|----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| <br>Results             | <b>Deliver Results</b><br>Achieve results by using resources efficiently and committing to quality outcomes       | <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    |
| <br>Results             | <b>Think and Solve Problems</b><br>Think, analyse and consider the broader context to develop practical solutions | <ul style="list-style-type: none"> <li>• Make recommendations based on evidence by researching and critically analysing information and identifying interrelationships</li> <li>• Anticipate, identify and deal with issues and potential problems that may impact organisational goals and the customer experience</li> <li>• Think creatively to come up with new ideas to resolve issues and improve customer experience</li> <li>• Seek input and ideas from people with different backgrounds and experiences</li> <li>• Participate in and contribute to team or business unit initiatives to resolve common issues or barriers to effectiveness</li> <li>• Identify and share business process improvements to enhance effectiveness</li> <li>• Analyse data and information to identify insights and communicate findings in a clear and meaningful way</li> </ul> | Adept    |
| <br>Business enablers | <b>Project Management</b><br>Understand and use effective ways to plan, coordinate and control projects           | <ul style="list-style-type: none"> <li>• Prepare and review project scope and business cases for projects with multiple interdependencies</li> <li>• Use key subject matter experts' knowledge to inform project plans and directions</li> <li>• Design and implement effective stakeholder communication strategies for all project stages</li> <li>• Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning</li> <li>• Develop strategies to correct projects if they vary from their plans</li> </ul>                                                                                                                                                                                                                                                                                               | Advanced |

| Capability group/sets | Capability name | Behavioural indicators                                                                                                                                                                                                                                | Level |
|-----------------------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
|                       |                 | <ul style="list-style-type: none"> <li>Manage transitions between project stages and ensure any changes to projects are consistent with organisational goals</li> <li>Participate in governance processes, such as project steering groups</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>Value diversity and inclusion</b>       | Be inclusive and respect diverse backgrounds, experiences and perspectives                       | Intermediate |
| <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                      | Intermediate |
| <br><b>Results</b>            | <b>Plan and prioritise</b>                 | Plan to achieve priority outcomes and respond flexibly to changing circumstances                 | Adept        |
|                                                                                                                  | <b>Demonstrate accountability</b>          | Be proactive and responsible for your actions, and follow legislation, policy and guidelines     | 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>Technology</b>                          | Understand and use available technologies to maximise efficiencies and effectiveness             | Intermediate |