



# WaterNSW – Portfolio Briefing Pack

## Finance, Legal & Risk

5 August 2025

# 1. Proposed Future Structure

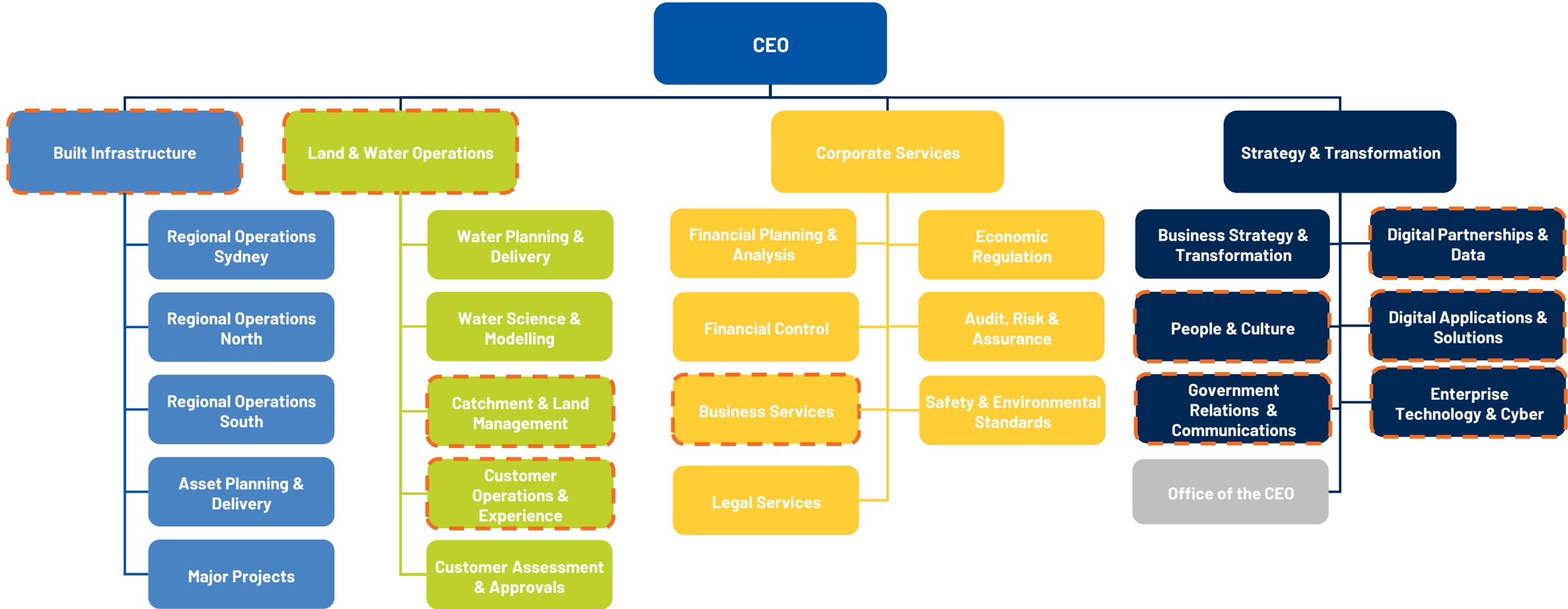
# Current State Operating model

**Note: The current organisational structure will remain in place until early September**

The current organisation structure for WaterNSW is comprised of 7 portfolios and is functionally aligned.



# Proposed Future State Operating Model



 Confirmed roles  Placement process to be run

# 2. Current Structure – Proposed Changes

# What's proposed to happen to my team? – Finance, Legal & Risk (1/2)

Old Team	Where might they move to?	Why?	What are the proposed changes?	What doesn't change?
<b>Financial Planning &amp; Analysis</b>	<ul style="list-style-type: none"> <li>It's proposed that this team move to the new Corporate Services Portfolio.</li> </ul>	<ul style="list-style-type: none"> <li>Consolidation of back end corporate functions into 1 portfolio</li> </ul>	<ul style="list-style-type: none"> <li>Addition of Corporate &amp; Performance Reporting capability</li> <li>There would be a minor reduction in staff numbers and the function would look to incorporate other, similar roles.</li> <li>Further adjustments to team collaboration may occur to improve the operating model.</li> </ul>	<ul style="list-style-type: none"> <li>No changes to the core functions.</li> </ul>
<b>Financial Control</b>	<ul style="list-style-type: none"> <li>Would move to the new Corporate Services Portfolio.</li> </ul>	<ul style="list-style-type: none"> <li>Consolidation of back end corporate functions into 1 portfolio</li> <li>Bring together financial control activities under one team</li> </ul>	<ul style="list-style-type: none"> <li>Potential addition of Revenue, Billing &amp; Credit function</li> <li>There would be a minor reduction in staff numbers.</li> <li>Further adjustments to team collaboration may occur to improve the operating model.</li> </ul>	<ul style="list-style-type: none"> <li>No changes to the core functions.</li> </ul>
<b>General Counsel &amp; Company Secretary</b>	<ul style="list-style-type: none"> <li>Would move to the new Corporate Services Portfolio, under Legal Services (which would also absorb some team members from the previous Regulatory Strategy function).</li> </ul>	<ul style="list-style-type: none"> <li>Consolidation of back end corporate functions into 1 portfolio</li> <li>This change leverages synergies between legal and regulatory work.</li> </ul>	<ul style="list-style-type: none"> <li>There would be a minor reduction in staff numbers.</li> <li>Further adjustments to team collaboration may occur to improve the operating model after merging.</li> </ul>	<ul style="list-style-type: none"> <li>No changes to the core functions.</li> </ul>

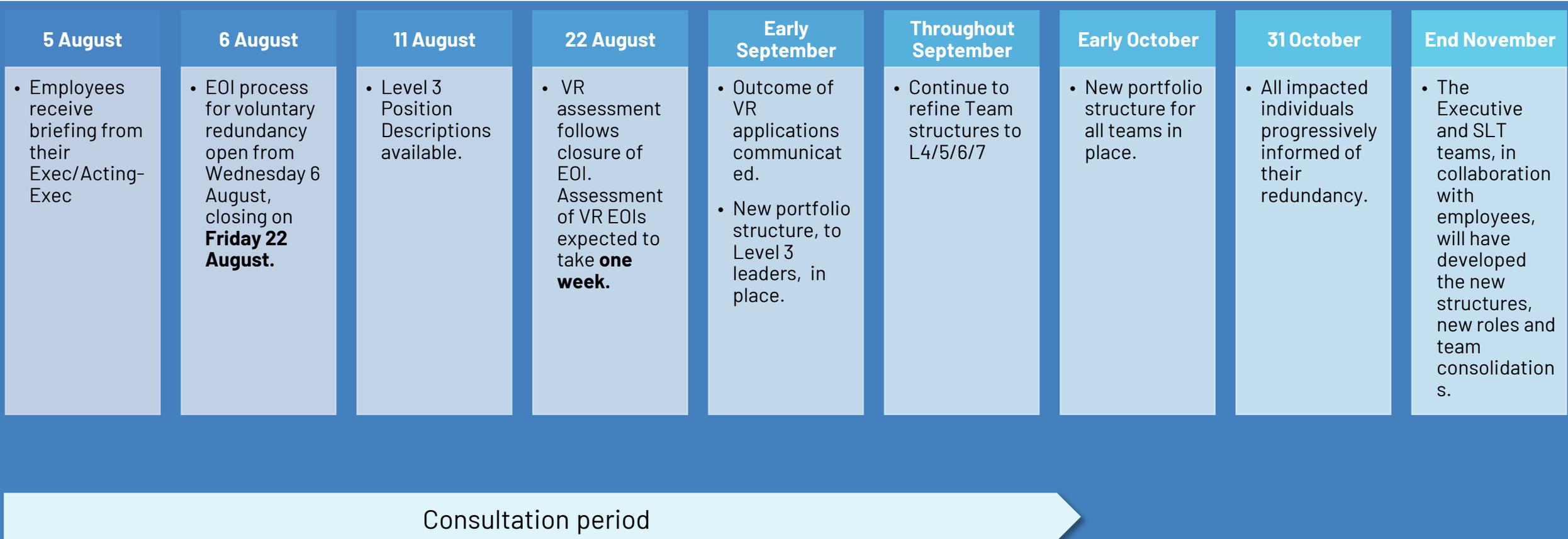
# What's proposed to happen to my team? – Finance, Legal & Risk (2/2)

Old Team	Where might they move to?	Why?	What are the proposed changes?	What doesn't change?
<p><b>Risk, Compliance &amp; Audit</b></p>	<ul style="list-style-type: none"> <li>It is proposed that this team would move to the new Corporate Services Portfolio, under Audit, Assurance, and Risk.</li> </ul>	<ul style="list-style-type: none"> <li>Consolidation of back end corporate functions into 1 portfolio</li> <li>Bring together all risk, assurance, compliance and audit activities to improve visibility, prioritisation, and cost efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>Reporting lines would change.</li> <li>Audits previously managed in other portfolios (such as Regulatory Strategy) would be centralised, which may require prioritising or reducing the frequency of some audits.</li> <li>Responsible for supporting the Operating Licence Audit</li> <li>Business Continuity Management and Assurance functions would also be co-located with this team</li> <li><i>Note;</i> Management System Audits (e.g. ISO accreditation) would no longer be performed where there is no regulatory obligation to do so.</li> </ul>	<ul style="list-style-type: none"> <li>The function will continue, though possibly at a slightly reduced frequency and scope.</li> </ul>
<p><b>Procurement, Corporate Property and Services</b></p>	<ul style="list-style-type: none"> <li>Would move to the new Corporate Services Portfolio and merge with Operations Property and Fleet teams.</li> </ul>	<ul style="list-style-type: none"> <li>This change would merge similar capabilities across portfolios to improve efficiency (e.g. operations and corporate property).</li> <li>Consolidates property (corporate and operational), procurement, fleet and business administration.</li> <li>Oversees the commercial aspects of our land assets.</li> </ul>	<ul style="list-style-type: none"> <li>Reporting lines would change.</li> <li>Further adjustments to team collaboration may occur to improve the operating model, such as sharing responsibility for remote or heritage sites and recreational lands.</li> <li>The Property function would play a key role in transformation objectives, including reviewing and rationalising the company footprint and supporting the land strategy, with help from external specialists and internal prioritisation.</li> <li>A more self-serve procurement model would be enabled for business units, under central governance.</li> <li>Planned centralisation of business support functions and shared services function to support the business navigate our business processes</li> </ul>	<ul style="list-style-type: none"> <li>The minimum viable product (MVP) for meeting property standards would be maintained.</li> <li>Support for non-core revenue (leasing, hydro program, and divestment) will continue.</li> <li>The minimum viable product (MVP) supporting easement, and licencing transactions</li> </ul>



# 3. What's Next?

# Key Dates



# Where to from here?

Look after yourself and others

- Please prioritise your wellbeing and check in on your colleagues. Reach out to your leader or the Employee Assistance Program (EAP) if you need support.

Stay informed

- We will continue to share regular updates to keep you informed.

No immediate structural changes

- The current structure will remain in place until next month.

Continue your current responsibilities

- We understand this is a challenging time and there may be disruptions, but your work remains essential to supporting our customers and communities across NSW.

Consider Voluntary Redundancy (VR)

- We encourage you to consider VR. Seek support if needed before making any decisions and refer to The Source for more information.

Change is ahead

- We recognise that how we work, what we work on, and the level of service we provide will need to shift. It's not expected that we will continue delivering the same volume of work.

Leadership roles

- SLT positions will be advertised next week and appointed by beginning of September.

# Further information & support

**The Source is your  
hub for all FAQs**

**We have a  
dedicated email  
address for  
additional questions**  
[queries@waternsw.com.au](mailto:queries@waternsw.com.au)

Our **Employee  
Assistance Program**  
(EAP) is free,  
confidential and  
available 24/7 on  
1800 818 728

**Change Resilience** sessions will be available for **all employees**, on an opt in basis.