



WaterNSW – Portfolio Briefing Pack

Operations

5 August 2025

1. Proposed Future Structure

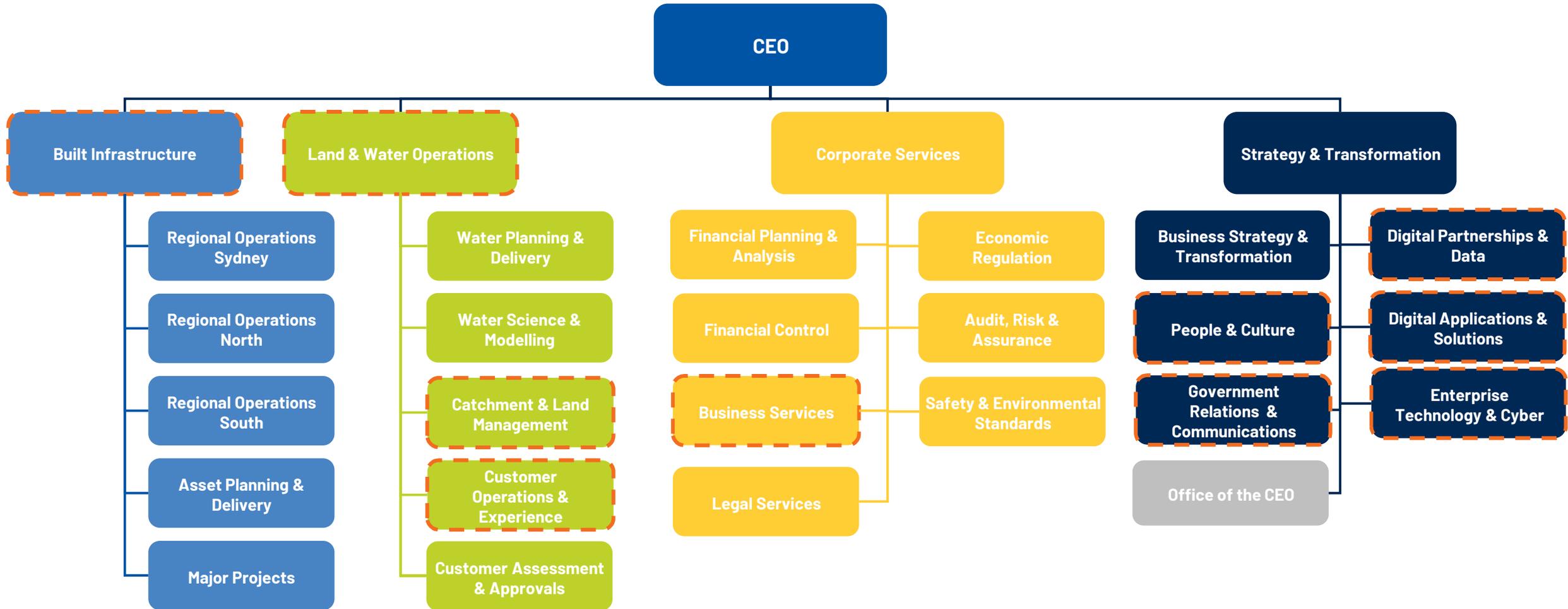
Current State Operating model

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? – Operations (1/3)

Old Team	Where might they move to?	Why?	What are the proposed changes?	What doesn't change?
Regional Operations South	<ul style="list-style-type: none"> It is proposed that this team move to the Built Infrastructure Portfolio, Operations – South. 	<ul style="list-style-type: none"> Asset-related functions continue to support the growth of our Regulated Asset Base (RAB). Regional contracts could be centralised in Corporate Services for greater efficiency in back-office, procurement, and contract administration. 	<ul style="list-style-type: none"> This is a reporting line change only. Meter readings would no longer be done by a dedicated team. Instead, other staff would be trained to include this task as part of their role. The Water Monitoring & Maintenance team would be streamlined, requiring prioritisation of activities. There would be minor changes in how the team works with the Contracts team in Corporate Services. 	<ul style="list-style-type: none"> The Technical Services function will continue.
Regional Operations Sydney	<ul style="list-style-type: none"> The Declared Catchment team would move to Land & Water Operations under Land & Catchment Management. The remaining team would go to Built Infrastructure Portfolio, Operations – Sydney. 	<ul style="list-style-type: none"> It's proposed that Catchment teams be consolidated under Land & Water Operations to bring all environmental functions together. To maintain focus on asset-related functions that support growing our RAB 	<ul style="list-style-type: none"> This is a reporting line change only. Meter readings would no longer be done by a dedicated team. Instead, other staff would be trained to include this task as part of their role. The Water Monitoring & Maintenance team would be streamlined, requiring prioritisation of activities. 	<ul style="list-style-type: none"> The Technical Services function will continue.
Regional Operations North	<ul style="list-style-type: none"> Proposed to move to the Built Infrastructure Portfolio, Operations – North. 	<ul style="list-style-type: none"> Asset-related functions continue to support the growth of our Regulated Asset Base (RAB). 	<ul style="list-style-type: none"> This is a reporting line change only. Meter readings would no longer be done by a dedicated team. Instead, other staff would be trained to include this task as part of their role. The Water Monitoring & Maintenance team would be streamlined, requiring prioritisation of activities. 	<ul style="list-style-type: none"> The Technical Services function will continue.

What's proposed to happen to my team? – Operations (2/3)

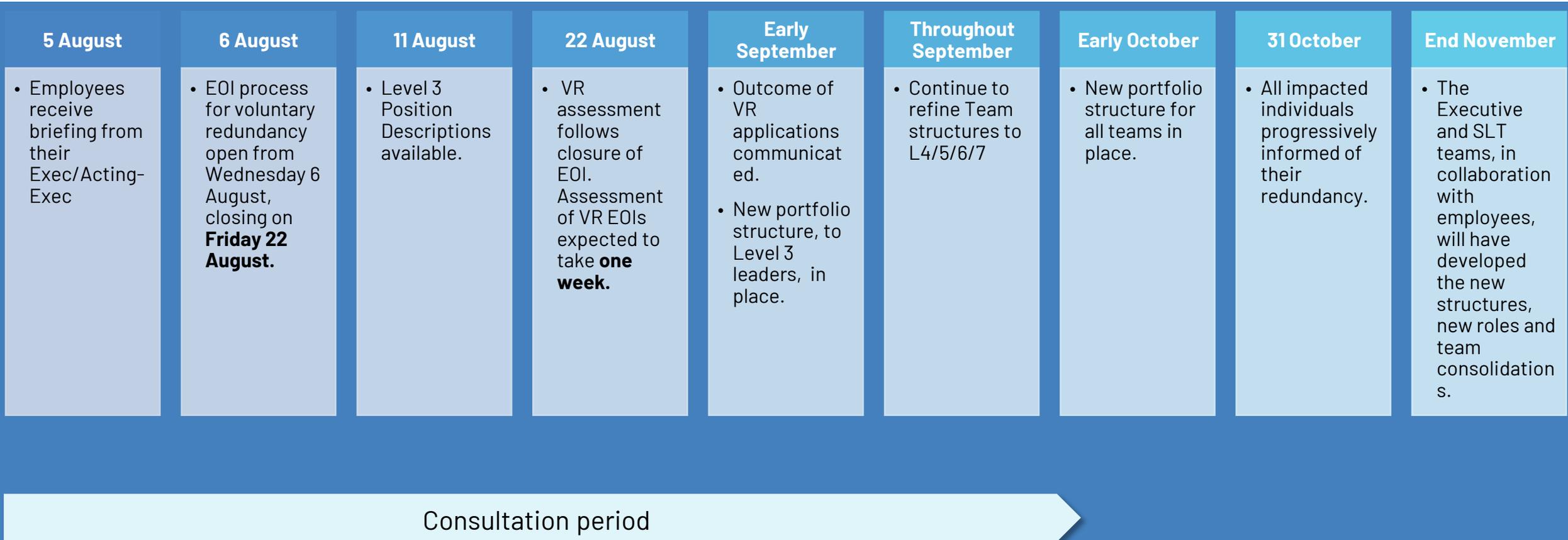
Old Team	Where might they move to?	Why?	What are the proposed changes?	What doesn't change?
Asset Planning & Delivery	<ul style="list-style-type: none"> It's proposed that most of the team move to the Built Infrastructure Portfolio, under Asset Planning & Delivery (including Operations PMO, Asset Planning, Asset Delivery, and Assets). Catchment-related teams under Assets would move to Land & Water Operations, under Land & Catchment. 	<ul style="list-style-type: none"> Catchment teams would be consolidated under Land & Water Operations to bring all environmental functions together. 	<ul style="list-style-type: none"> There would be a reduction in CAPEX-related roles as the capital program is reduced. The delivery model would be reviewed and implemented to drive efficiency and provide borrowing relief. IGC would have a more prominent role in investment funding and oversight in the realisation of benefits 	<ul style="list-style-type: none"> The core function and purpose will remain.
Water Planning & Delivery	<ul style="list-style-type: none"> It's proposed that this team move to Land & Water Operations, split into two functions. Core Water Planning & Delivery teams (North, South & Sydney) would remain intact, 'lift and shift' under Water Planning & Delivery Water Quality & Operational Modelling would be consolidated into a new Water Science & Modelling team. 	<ul style="list-style-type: none"> Modelling capabilities from Strategy & Performance and Operations would be consolidated into the new Water Science & Modelling team to capture synergies and expertise. 	<ul style="list-style-type: none"> Reporting lines would change. The team would develop new ways of working as it integrates with other modelling functions, with a focus on prioritising efforts due to a smaller team. 	<ul style="list-style-type: none"> The core function and purpose will remain.
Major Projects	<ul style="list-style-type: none"> It's proposed that this team move to the Built Infrastructure Portfolio, under Major Projects teams. 	<ul style="list-style-type: none"> Focus would remain on Asset-related functions, to be consolidated to support the growth of our Regulated Asset Base (RAB). 	<ul style="list-style-type: none"> This is a reporting line change only. 	<ul style="list-style-type: none"> The team would continue to focus on government-funded and renewable energy projects (non-core), as well as committed major project CAPEX.

What's proposed to happen to my team? – Operations (3/3)

Old Team	Where might they move to?	Why?	What are the proposed changes?	What doesn't change?
<p>Operations Performance & Support</p>	<ul style="list-style-type: none"> It's proposed that the team would be dissolved, with functions centralised into other portfolios. Discretionary business improvement activities would be discontinued Property Operations and Security would merge with Corporate Property under Business Services, under the Corporate Services Portfolio The Safety team would merge with SPC Safety under Safety & Environmental Standards in Corporate Services. Digital Enablement teams (e.g. spatial systems, data scientists) would merge into Strategy & Transformation under Digital Partnerships & Data. Drone pilot & surveyors would move under Asset Planning & Delivery > Assets Team Business Continuity and Incident Management would move to Corporate Services under Audit, Risk and Assurance 	<ul style="list-style-type: none"> Complementary capabilities (digital enablement, safety & incidents, property & fleet) would be centralised, enabling greater visibility and prioritisation across the organisation, removing duplication of activity. Continuous improvement capability would be scaled back due to funding constraints. 	<ul style="list-style-type: none"> Centralising functions would require redefining critical work, reducing or stopping discretionary work, and shifting to an enterprise-wide focus. Dedicated programs, performance support, and business improvement activities would cease. 	<ul style="list-style-type: none"> Mandatory safety and property-related activities will continue. It's proposed that Digital support continues, but with reduced capacity and potential impact on service levels.

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

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.