



WaterNSW – Portfolio Briefing Pack

Strategy & Performance

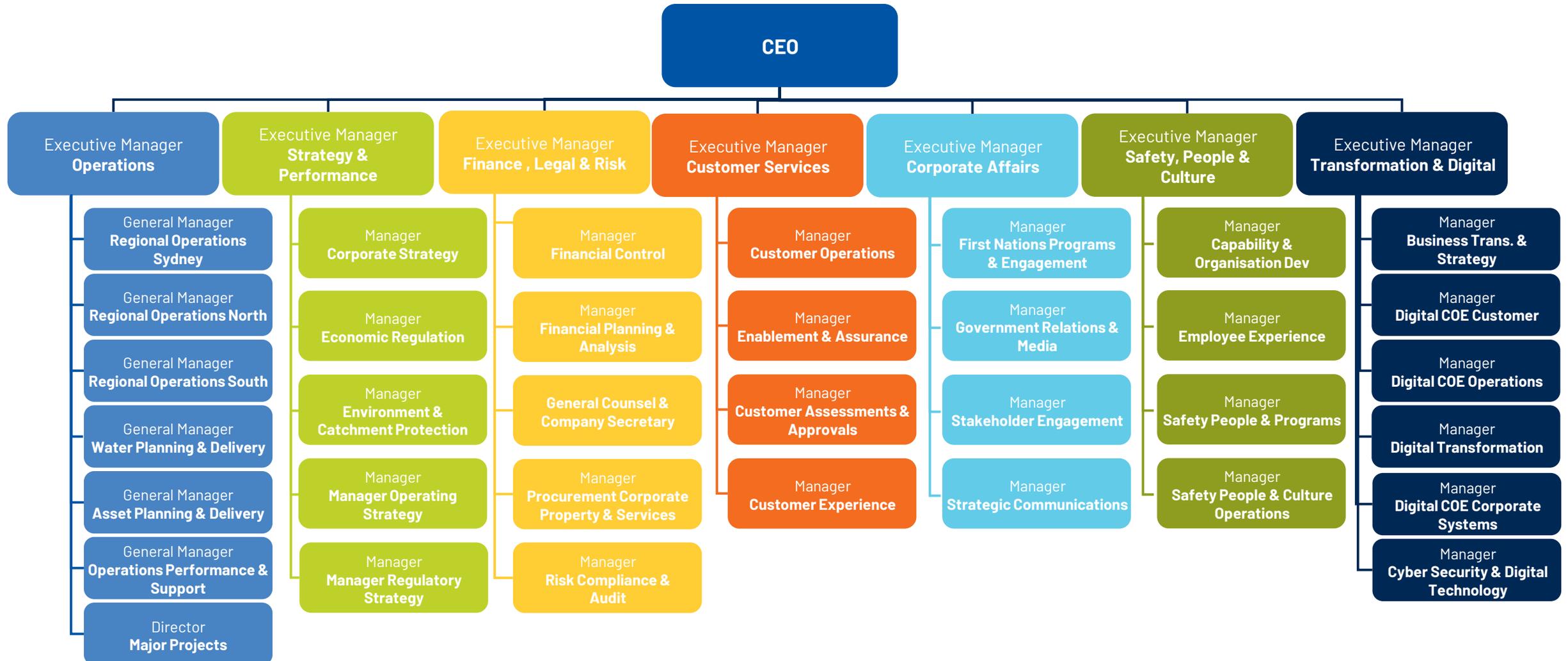
5 August 2025

1. Proposed Future Structure

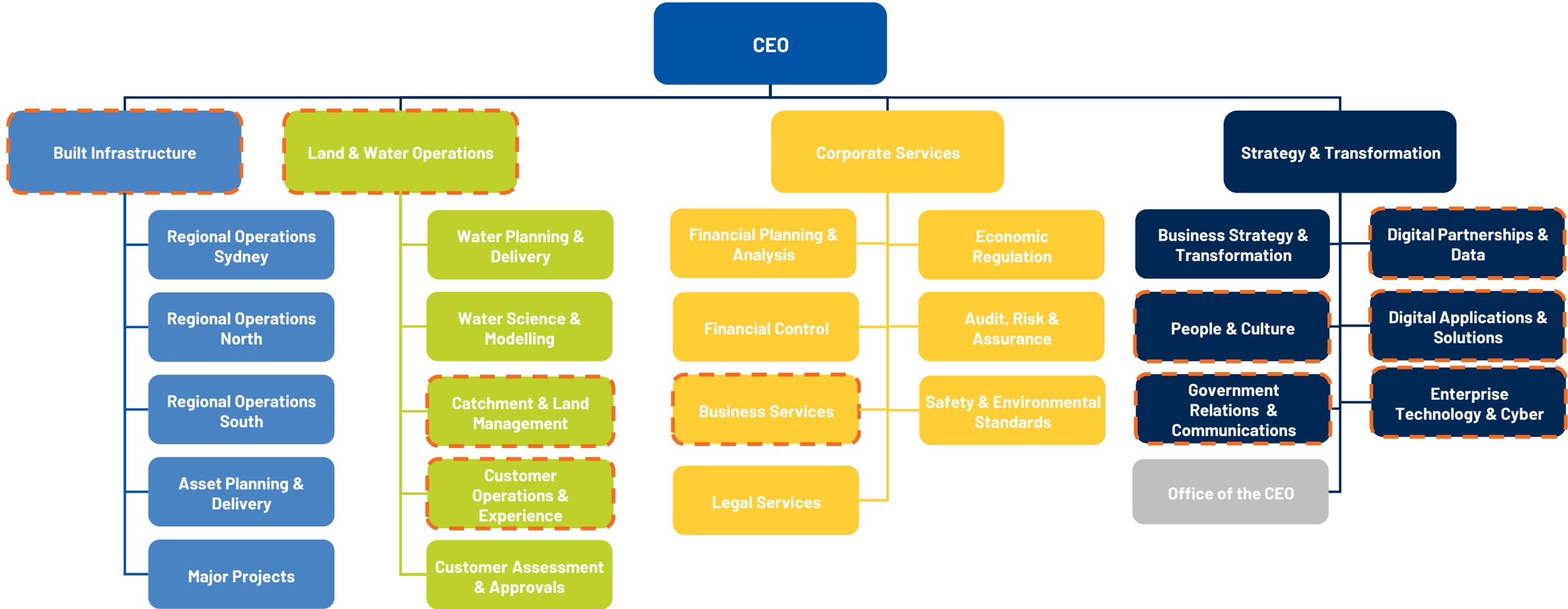
Current State Operating model

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? – Strategy & Performance (1/2)

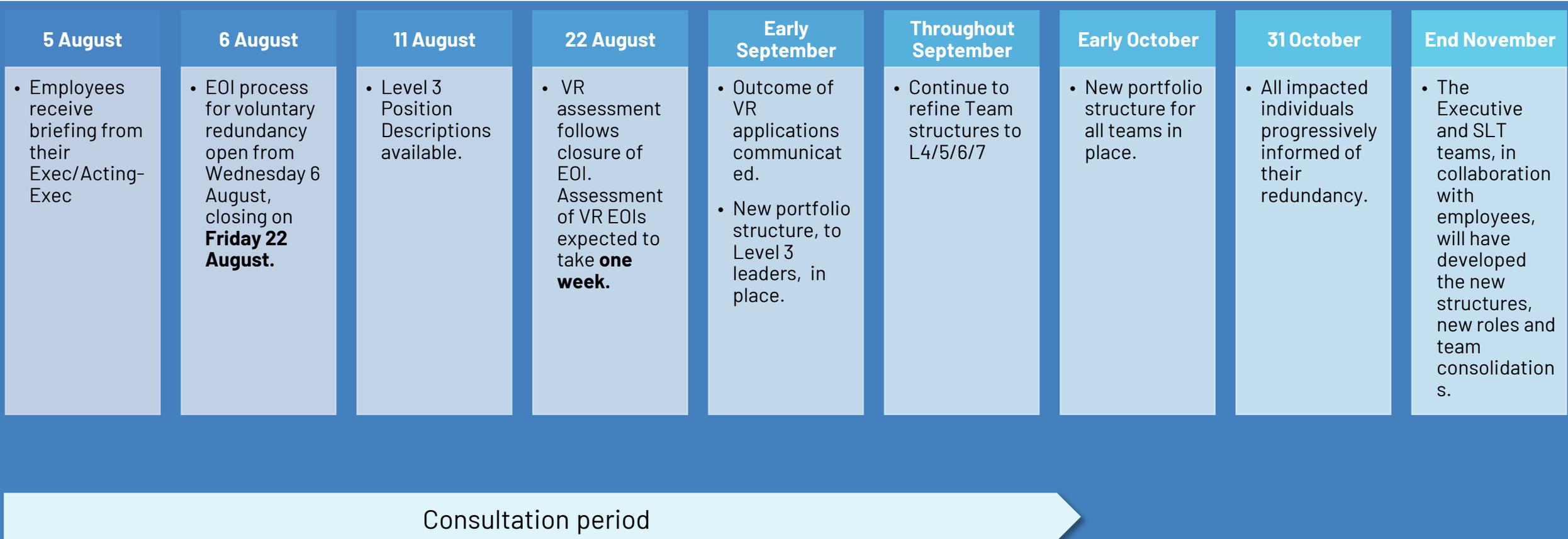
| Old Team | Where might they move to? Why? | What are the proposed changes? | What doesn't change? | |
|---|---|--|--|--|
| Regulatory strategy | <ul style="list-style-type: none"> It's proposed that this team would transition to Corporate Services and be integrated with the Legal Services and Audit, Risk and Assurance teams. | <ul style="list-style-type: none"> As the organisation streamlines, the focus on providing regulatory or policy advice to other departments may reduce. External advocacy would be led by Government Relations, the CEO, and Executive team. This change would leverage the natural alignment between Legal and responding to water regulation and policy from the department, supporting greater efficiency and collaboration. Potentially centralise Assurance with the Audit, Risk and Assurance team. | <ul style="list-style-type: none"> The new combined team would ensure that updates on water regulation are communicated to Customer Service teams. There may be a reduced capacity to respond to government regulatory and policy reviews. The EGM – Corporate Services would determine whether responsibility for audits (including Operating Licence and NRC audits) will move under "Audit, Risk and Assurance." Management System Audits (e.g. ISO accreditation) may no longer be performed where there is no regulatory obligation to perform an audit. Water Sharing Plans and compliance would move under Water Planning & Delivery | <ul style="list-style-type: none"> Ongoing coordination of regulatory policy. Continued key liaison with the regulator (IPART) on our Operating Licence. |
| Economic Regulation | <ul style="list-style-type: none"> Would move to Corporate Services. | <ul style="list-style-type: none"> As there is no current plan to pursue an influencing strategy with IPART, this function may be positioned closer to the financial capability within the business. | <ul style="list-style-type: none"> This is a portfolio shift only; the function and purpose remain unchanged. | <ul style="list-style-type: none"> This is a portfolio shift only; the function and purpose remain unchanged. |
| Environment & Catchment Protection | <ul style="list-style-type: none"> Environment and catchment protection would move to Land & Water Operations under Land and Catchment Management. The Environment Services team would move to Corporate Services under Safety and Environmental Standards. | <ul style="list-style-type: none"> Catchment teams may be consolidated under the Land & Water portfolio to bring all environmental functions together. Moving to Corporate Services would centralise these functions for greater efficiency, and avoid conflicts of interest in poacher/gamekeeper scenarios. | <ul style="list-style-type: none"> These changes are primarily to reporting lines. Further adjustments to team collaboration may occur to improve the operating model after consolidation. | <ul style="list-style-type: none"> All functions will continue. |

What's proposed to happen to my team? – Strategy & Performance (2/2)

| Old Team | Where might they move to? | Why? | What are the proposed changes? | What doesn't change? |
|--|---|--|--|--|
| <p>Operating Strategy</p> | <ul style="list-style-type: none"> Would transition to the Land & Water Operations portfolio, joining the new Water Science & Modelling team. | <ul style="list-style-type: none"> This change is designed to bring together complementary modelling capabilities from both Operations (WPD) and Strategy & Performance, supporting a unified approach to water modelling and operational advice. It would align all environment, scientific, water, and customer-related functions. | <ul style="list-style-type: none"> Modelling would be focused on informing critical operational decisions, with an emphasis on avoiding discretionary or unfunded long-term modelling, especially where other agencies can perform the function. It's proposed that System resilience strategy and advisory functions cease to exist going forward. Ongoing, work on the LTCOP and GS Water Strategy would be consolidated with Asset Planning The strategy to grow capability and scale through grant funded work would be paused and reviewed. The combined team would develop new ways of working, integrating closely with Water Quality & Operations Modelling from the WPD team. | <ul style="list-style-type: none"> In-flight grant-funded work and Operating Licence obligations that can be funded will continue (ie the Wathnet model). |
| <p>Remaining functions under previous Corporate Strategy team</p> | <ul style="list-style-type: none"> ESG and Corporate Performance Reporting would move to Corporate Services and be delivered as part of Financial Planning & Analysis team. It is proposed that new Business Development activities will cease. | <ul style="list-style-type: none"> ESG Strategy development is largely complete, and future work may be outsourced as needed. ESG activities may be de-prioritised to focus on financial sustainability. There is no current plan to pursue new Business Development. | <ul style="list-style-type: none"> ESG reporting may be deprioritised, and the delivery model for non-core revenue generation (e.g. land strategy) could change. It is proposed that Business Development activity will stop. | <ul style="list-style-type: none"> Strategic land monetisation may be accelerated, with external options considered for implementation, through the Corporate Services portfolio. |

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.