



# WaterNSW – Portfolio Briefing Pack

## Safety, People & Culture

5 August 2025

# 1. Proposed Future Structure

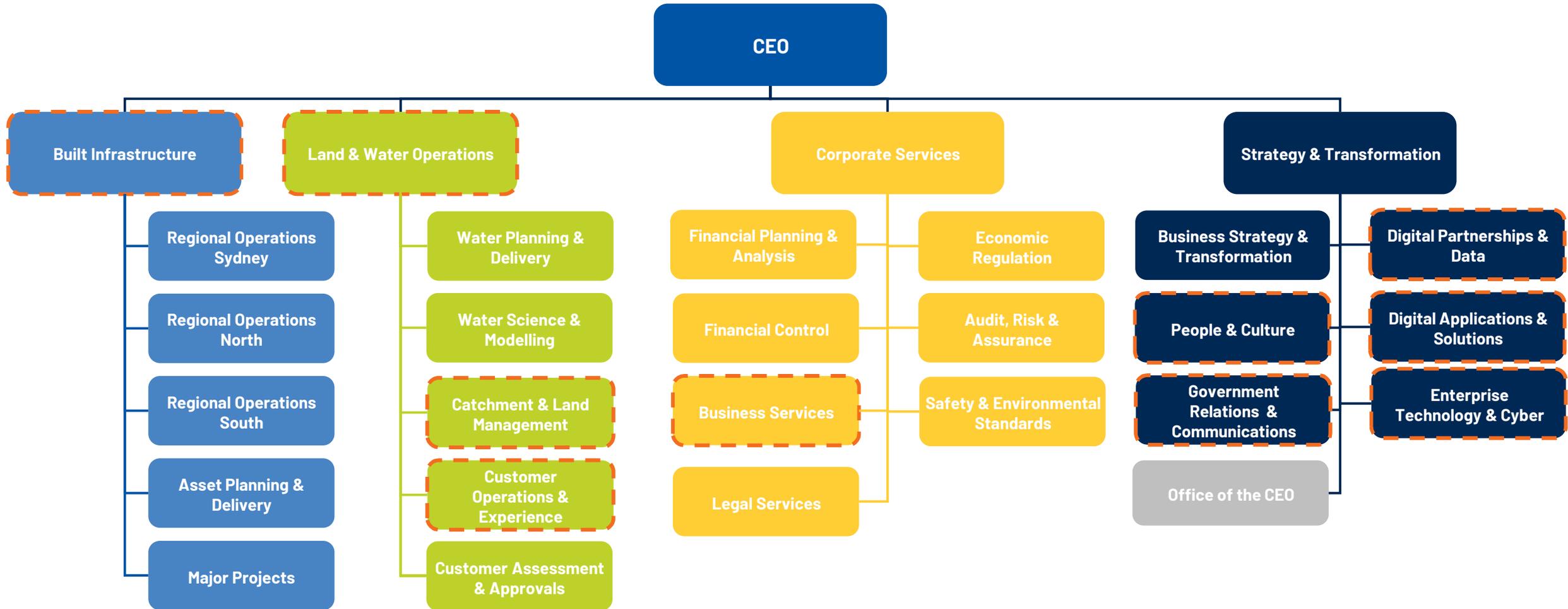
# Current State Operating model

**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



# 2. Current Structure – Proposed Changes

# What's proposed to happen to my team? – Safety, People & Culture

Old Team	Where might they move to?	Why?	What are the proposed changes?	What doesn't change?
<b>Employee Experience</b>	<ul style="list-style-type: none"> <li>All People &amp; Culture functions would move to the Strategy &amp; Transformation portfolio.</li> </ul>	<ul style="list-style-type: none"> <li>Digital and People &amp; Culture functions would be co-located under the Strategy &amp; Transformation portfolio to enable organisational transformation.</li> <li>The People &amp; Culture function would be right-sized to match the organisation's new scale.</li> </ul>	<ul style="list-style-type: none"> <li>These are primarily reporting line changes.</li> <li>Team size would be reduced in line with the organisation's new size and transformation timelines.</li> <li>Reduced support to business (e.g. Leaders may need to self-manage and handle low complexity cases ).</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing management of Enterprise Agreements, PCG updates, negotiations, health and well-being, and workplace relations will continue.</li> </ul>
<b>Safety People &amp; Programs</b>	<ul style="list-style-type: none"> <li>The Safety function would move to the Corporate Services portfolio and be consolidated with operational safety and environmental standards teams.</li> </ul>	<ul style="list-style-type: none"> <li>This proposed change consolidates complementary capabilities for oversight and execution of safety and environmental standards.</li> </ul>	<ul style="list-style-type: none"> <li>Reporting lines would change, with opportunities to consolidate roles.</li> <li>There may be a reduction in safety performance reporting and service as the team is streamlined.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing management and monitoring of safety standards and assurance in the WHS environment will continue.</li> </ul>
<b>Capability &amp; Organisation Development</b>	<ul style="list-style-type: none"> <li>All People &amp; Culture functions would move to the Strategy &amp; Transformation portfolio.</li> </ul>	<ul style="list-style-type: none"> <li>Digital and People &amp; Culture functions would be co-located under the Strategy &amp; Transformation portfolio to enable organisational transformation.</li> <li>The People &amp; Culture function would be right-sized to match the organisation's new scale.</li> </ul>	<ul style="list-style-type: none"> <li>These are primarily reporting line changes.</li> <li>Team size would be reduced in line with the organisation's new size and Transformation Program timelines.</li> <li>The team would focus on essential training and compliance, with capability programs scaled back (e.g. less frequent leadership programs).</li> </ul>	<ul style="list-style-type: none"> <li>Only critical development programs would continue, such as essential training, safety training, and mandatory compliance.</li> </ul>
<b>SP&amp;C Operations</b>	<ul style="list-style-type: none"> <li>All People &amp; Culture functions would move to the Strategy &amp; Transformation portfolio.</li> </ul>	<ul style="list-style-type: none"> <li>Digital and People &amp; Culture functions would be co-located under the Strategy &amp; Transformation portfolio to enable organisational transformation.</li> <li>The People &amp; Culture function would be right-sized to match the organisation's new scale.</li> </ul>	<ul style="list-style-type: none"> <li>These are primarily reporting line changes.</li> <li>There would be minor reductions in team size, aligned with the transformation and MyPeople program timelines.</li> </ul>	<ul style="list-style-type: none"> <li>Talent acquisition, payroll, remuneration, and employee administrative support will continue.</li> <li>The MyPeople program will continue.</li> </ul>

# 3. What's Next?

# Key Dates

## 5 August

- Employees receive briefing from their Exec/Acting-Exec

## 6 August

- EOI process for voluntary redundancy open from Wednesday 6 August, closing on **Friday 22 August.**

## 11 August

- Level 3 Position Descriptions available.

## 22 August

- VR assessment follows closure of EOI. Assessment of VR EOIs expected to take **one week.**

## Early September

- Outcome of VR applications communicated.
- New portfolio structure, to Level 3 leaders, in place.

## Throughout September

- Continue to refine Team structures to L4/5/6/7

## Early October

- New portfolio structure for all teams in place.

## 31 October

- All impacted individuals progressively informed of their redundancy.

## End November

- The Executive and SLT teams, in collaboration with employees, will have developed the new structures, new roles and team consolidations.

Consultation period

# 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.