



WaterNSW – Portfolio Briefing Pack

Transformation & Digital

5 August 2025

1. Proposed Future Structure

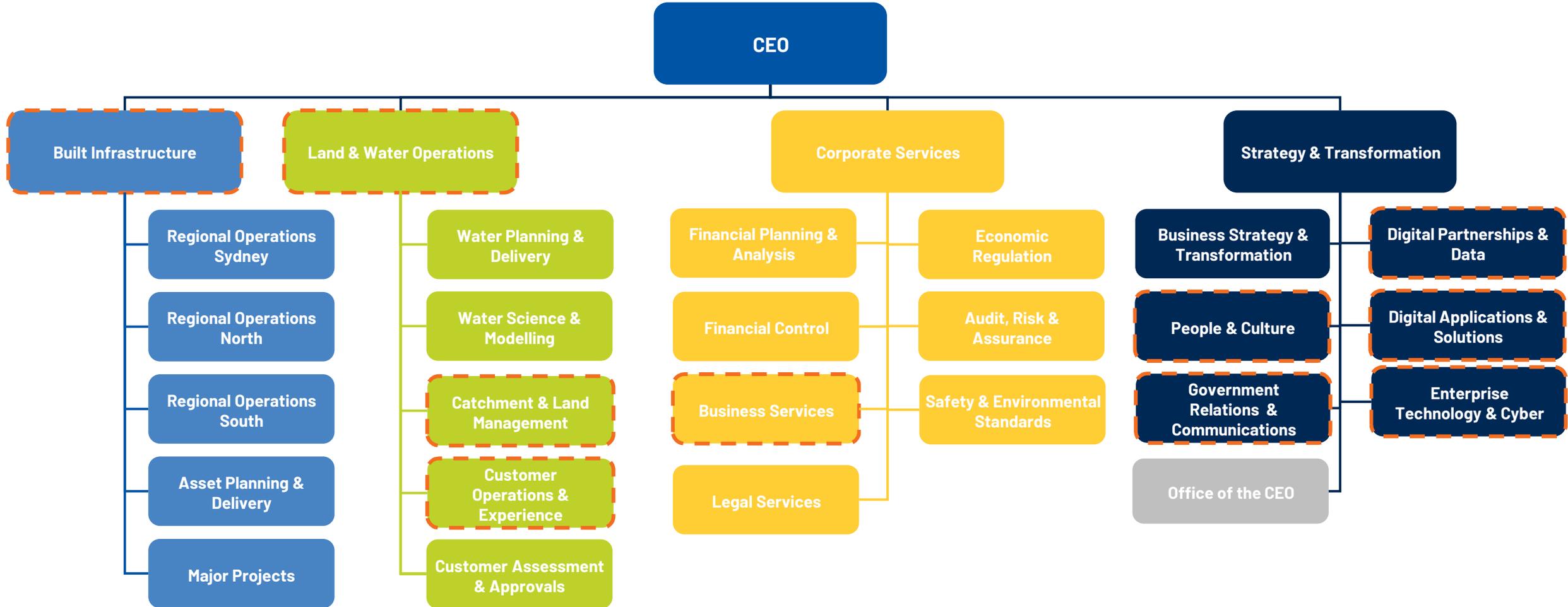
Current State Operating model

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? – Transformation & Digital (1/2)

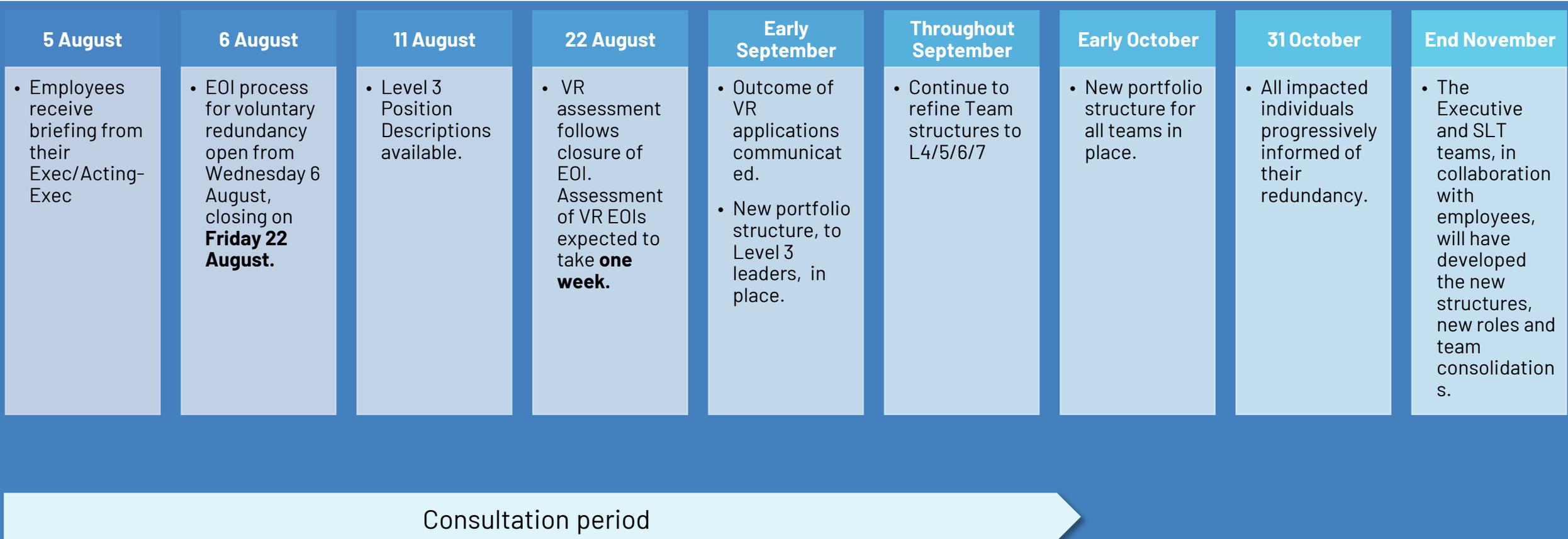
Old Team	Where might they move to?	Why?	What are the proposed changes?	What doesn't change?
Digital Transformation	It's proposed that this team move to the new Strategy & Transformation portfolio, under Digital Partnerships & Data.	Roles would be consolidated across portfolios to enable more equitable service and prioritisation across the organisation.	<ul style="list-style-type: none"> The team would be right-sized, with a new model to be developed for the Digital PMO to interact with the Investment Governance framework (including benefits realisation) Digital Strategy & Architecture model would continue, however service model would need to be updated in line with broader Digital changes Commercial analysis would move to Finance Planning & Analysis to centralise finance and commercial roles. IGC would have a more prominent role in investment funding and oversight in the realisation of benefits 	<ul style="list-style-type: none"> The Digital PMO and Strategy & Architecture functions would continue.
Digital COE Corporate Systems	<p>Would move to the new Strategy & Transformation portfolio.</p> <ul style="list-style-type: none"> Data-focused teams would move to Digital Partnerships & Data. Corporate applications teams would move to Digital Applications & Solutions. 	<p>All business applications teams (customer, corporate, operations) would be centralised for better transparency, efficiency, and resource sharing.</p> <p>Data would be shifted to Digital Partnerships & Data to align with strategic priorities and balance team sizes.</p>	<ul style="list-style-type: none"> The team would be right-sized and consolidated with other business application teams. Data would be shifted to Digital Partnerships & Data to align with strategic priorities and balance team sizes. Further changes to team collaboration may occur to improve the operating model. Workload would be rationalised, with discretionary work stopped and prioritised through the IGC process. There may be a need to realign data management and sharing obligations and our RRA between DCCEEW, WNSW and NRAR. 	<ul style="list-style-type: none"> Critical 'keep the lights' on work Currently funded projects Non-discretionary enhancements Security related patches and SOCI compliance
Digital COE Operations	Would move to the new Strategy & Transformation portfolio	All business applications teams (customer, corporate, operations) would be centralised for better transparency, efficiency, and resource sharing.	<ul style="list-style-type: none"> The team would be right-sized and consolidated with other business application teams. Further changes to team collaboration may occur to improve the operating model. Workload would be rationalised, with discretionary work stopped and prioritised through the IGC process. 	<ul style="list-style-type: none"> Critical 'keep the lights' on work Currently funded projects Non-discretionary enhancements Security related patches and SOCI compliance

What's proposed to happen to my team? – Transformation & Digital (2/2)

Old Team	Where might they move to?	Why?	What are the proposed changes?	What doesn't change?
Digital COE Customer	<p>Would move to the new Strategy & Transformation portfolio.</p> <p>Collaboration & Process Automation would move to Cyber Security & Enterprise Technology.</p> <p>All other customer applications teams would move to Digital Applications & Solutions.</p>	<p>All business applications teams (customer, corporate, operations) would be centralised to improve transparency, efficiency, and resource sharing.</p> <p>Collaboration & Process Automation teams would be realigned with Enterprise Technology for better balance and integration.</p>	<p>The team would be right-sized, but its function and purpose will remain.</p> <p>Further adjustments to team collaboration may occur to improve the operating model.</p> <p>Workload would be rationalised, with discretionary work stopped and prioritised through the IGC process.</p>	<ul style="list-style-type: none"> • Critical 'keep the lights' on work • Currently funded projects • Non-discretionary enhancements • Security related patches and SOCI compliance • Work currently approved by the Board for the Water Market System (WMS) will continue.
Enterprise Technology & Cyber Security	<p>Would move to the new Strategy & Transformation portfolio.</p>	<p>Remains key part of Digital offerings</p> <p>Collaboration & Process Automation teams would be realigned with Enterprise Technology for better balance and integration.</p>	<p>Collaboration & Process Automation teams would be realigned with Enterprise Technology for better balance and integration.</p> <p>The team would be right-sized, but its function and purpose will remain.</p> <p>Further adjustments to team collaboration may occur to improve the operating model.</p> <p>Workload would be rationalised, with discretionary work stopped and prioritised through the IGC process.</p>	<ul style="list-style-type: none"> • No change to cyber security functions. • Critical 'keep the lights' on work • Currently funded projects • Non-discretionary enhancements • Security related patches and SOCI compliance
Business Transformation & Strategy	<p>Would move to the new Strategy & Transformation portfolio.</p>	<p>This team would work closely with Digital and People & Culture as key enablers of strategic objectives and organisational transformation.</p>	<p>The team would be right-sized, but its function and purpose will remain.</p> <p>The use of external partners to help accelerate transformation and strategy initiatives may be explored.</p> <p>Corporate performance reporting (KPIs, annual report) may be moved to Corporate Services under Financial Planning & Analysis</p>	<p>The team would continue to develop and implement the transformation agenda.</p>

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.