



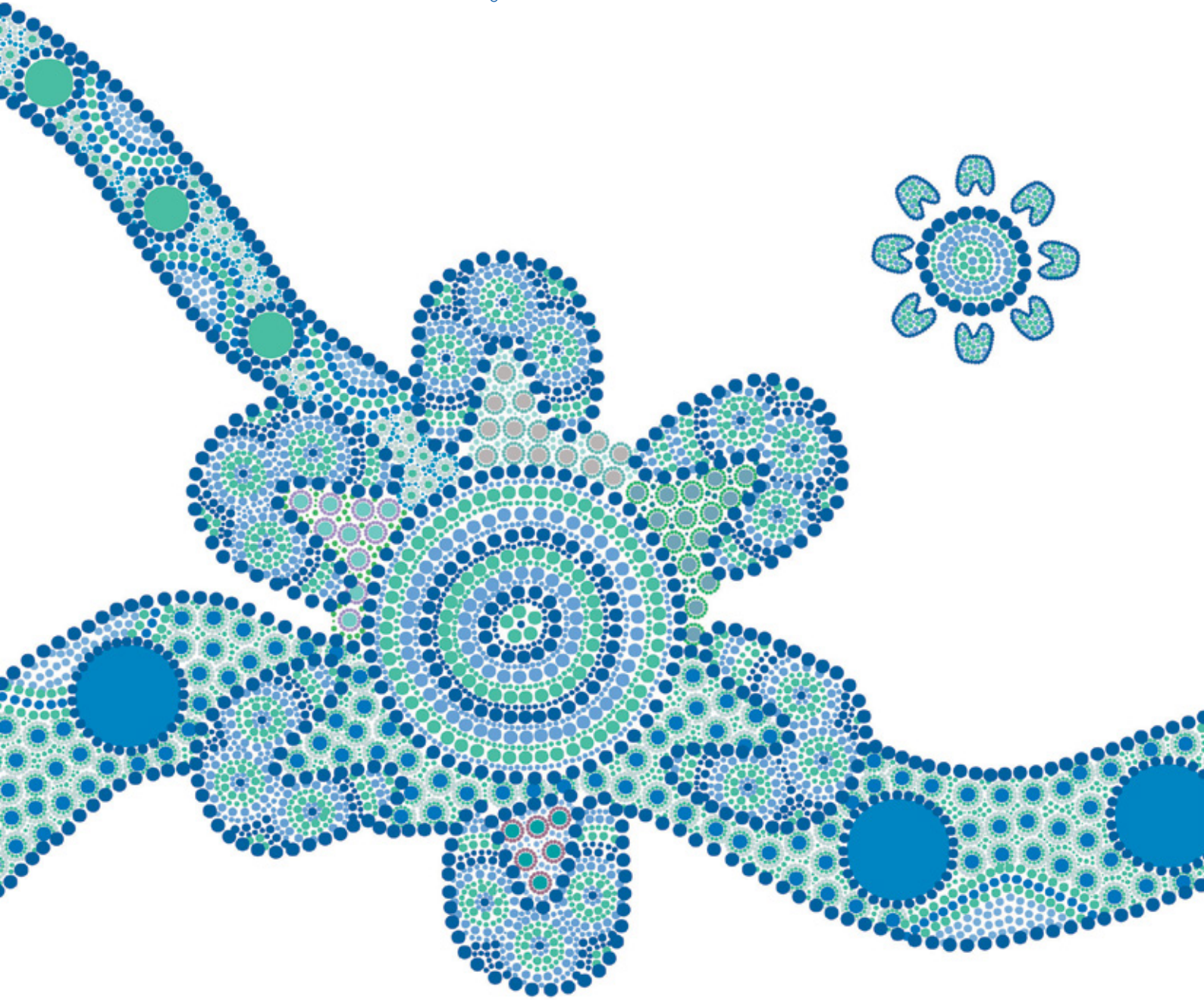
# Riverina Water Workforce Strategic Plan 2025/2026 - 2028/2029



# Acknowledgement of Country

Riverina Water County Council acknowledges the Traditional and continuing Custodians of the land we supply water on, the Wiradyuri people. We pay our respects to Elders past, present and future, as well giving our respect to all First Nations Peoples living in this community.

We recognise the deep cultural connection Wiradyuri and First Nations communities have with the lands and waters of this region.



Our corporate documents feature elements from the artwork *Living Water* by Wiradyuri artist Owen Lyons. The artwork was commissioned by Riverina Water for its Reconciliation Action Plan. Learn more: [rwcc.nsw.gov.au/reconciliation](http://rwcc.nsw.gov.au/reconciliation)

All other images: Riverina Water County Council

## Our vision

Provide passionate and professional leadership in the water industry.

## Our mission

To provide our community with safe reliable water at the lowest sustainable cost.

## Our values

Respect, Connection, Safety, Cooperation.



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# Executive summary

Riverina Water is focused on building a capable, inclusive, and future-ready workforce that can continue to deliver high-quality services to our customers and community. This Workforce Plan outlines our commitment to ensuring the right people are in the right roles at the right time, investing meaningfully in our people's development, and reinforcing diversity, equity, and inclusion across our organisation.

As we look ahead, we recognise the changing workforce landscape – from skills shortages and increased competition for talent, to evolving employee expectations and the impacts of technology. This plan sets out how we will meet these challenges head-on through proactive planning, smart investment, and a commitment to a workplace culture where every individual can thrive.

Over the next four years, our focus will centre on three strategic priorities:

## 1. Right People at the Right Time

We will strengthen workforce planning practices, including succession, resource, and talent acquisition strategies to ensure we have the capability and capacity to meet operational and strategic needs.

## 2. Investment in Our People

We will support the growth of our people by embedding a framework for technical training, leadership development, and system capability. We will also continue to prioritise wellbeing and engagement initiatives that empower our workforce to perform at their best.

## 3. Diversity, Equity and Inclusion

We will foster a workplace that reflects the diversity of the communities we serve. Through inclusive policies, targeted pathways, and a culture of respect, we will create opportunities for all individuals to contribute and succeed.

This Workforce Plan has been developed in consultation with teams across the organisation, drawing on data insights, workforce trends, and internal feedback. It aligns with Riverina Water's strategic direction and will evolve as our organisation and operating environment continue to grow.

By focusing on the people who power our organisation, we are investing in a strong, skilled and sustainable future for Riverina Water.



**Andrew Crakanthorp**  
Chief Executive Officer



**Emily Tonacia**  
Director Corporate Services



**Troy van Berkel**  
Director Engineering

# How our Workforce Strategic Plan came together

We applied a comprehensive and robust methodology to develop our Workforce Strategic Plan. The methodology and activities (*which includes a series of workshops, conversation with Riverina Water's Leaders and employees, and group exercises*) within each phase are detailed as follows:

## 1. Analysis and alignment:

An analysis of the current workforce was carried out against organisational direction by:

- › Conducting some internal (using SWOT analysis and internal data sources such as workforce snapshot: headcount, age, diversity, length of service, employee cost, leave liability etc) & environmental scanning and activities (using PESTLE analysis - External trends that may impact the workforce analysis (*Refer to Figure 1 in Appendix*).

## 2. Compare and identify:

We identified workforce needs and gaps by:

- › Forecasting of future needs by identifying the future workforce needs (skills, capabilities, and occupation) required to enable us to deliver on our strategic objectives and CapEx projects.
- › Conducting a Gap Analysis - we identified the gaps that are most critical to our strategic goals, the gaps between our current workforce and workload demand, and the gaps that have an effect on Riverina Water's performance and mission.
- › Workforce Segmentation and Critical Position Identification: we segmented positions in Riverina Water across four categories - strategic, core, support and emerging (*Refer to Figure 2 in Appendix*) and identified our critical positions.

## 3. Strategy development:

We developed business-aligned priorities through an iterative, collaborative and robust process. The development of the strategies occurred with consideration of our critical areas in terms of risk, budgets, and service delivery requirements.

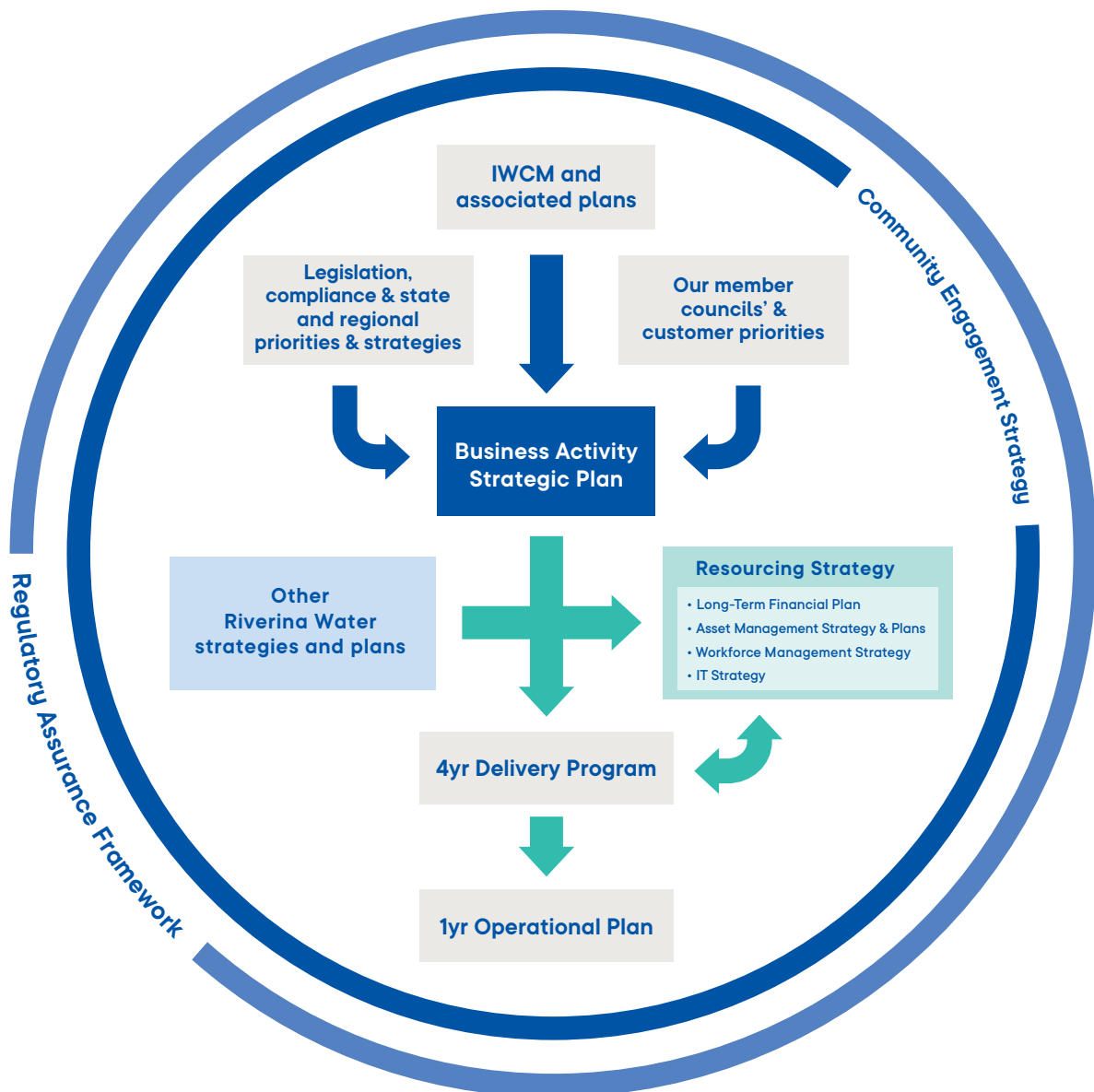
## 4. Implementation:

The timing and implementation plan is as detailed in this document. Implementation will require both financial investment and leadership commitment.

## 5. Monitor and evaluate:

We intend to monitor and evaluate the effectiveness and success of the strategies and will report annually against a set of measures as set out in the operational plan. We will also ensure flexibility to any changes that may occur that may result in re-prioritisation to ensure that we continue to meet business needs.

## Background: Legislative framework







Riverina Water must comply with the NSW local government Integrated Planning and Reporting Framework.

To meet these obligations, we have developed a Business Activity Strategic Plan (BASP) that outlines:

- › our strategic priorities for the next ten (10) years, and
- › the strategies we will adopt to achieve these priorities

The IP&R Framework is underpinned by a Resourcing Strategy that shows how all Councils across New South Wales will resource its strategic priorities. The Workforce Strategic Plan is a part of the Resourcing Strategy and clearly articulates how Riverina Water aims to continue to perform its function to the community by ensuring a workforce that is high-performing and highly skilled to deliver to the community. These requirements are designed to ensure Riverina Water is able to meet the current and future service and operational needs; as well as ensuring that it is appropriately resourced to handle the changes and challenges that will need to be faced over the four (4) years of the Delivery Program, and more generally throughout the life of our Strategic Business Plan and Integrated Water Cycle Management (IWCM) Plan (30-year horizon). As a council responsible for water supply, Riverina Water must also comply with the requirements of the NSW Government's Regulatory and Assurance Framework for Local Water Utilities.

The development of an effective workforce strategy will enable Riverina Water to focus on the medium and long term and also provide a framework for dealing with immediate challenges in a consistent way.

A Workforce Strategic Plan as a minimum must:

- › address the human resourcing requirement of the Council's Delivery Program
- › be reflected in the Delivery Program and Operational Plan ("DP/OP") and the costs associated with the delivery must be reflected in the long-term financial plan

Riverina Water utilises this strategy as an opportunity to look beyond the legislative requirements and define strategic objectives related to our people. This workforce strategy aims to provide Riverina Water with the workforce best able to inform and deliver strategic direction, develop innovative approaches to complex issues and deliver appropriate services effectively and efficiently.

The benefits of ensuring a diverse workforce include better local representation, improved communication and a better understanding of the issues affecting local communities, as well as maximising the pool of workers from which to address the issues facing Riverina Water.

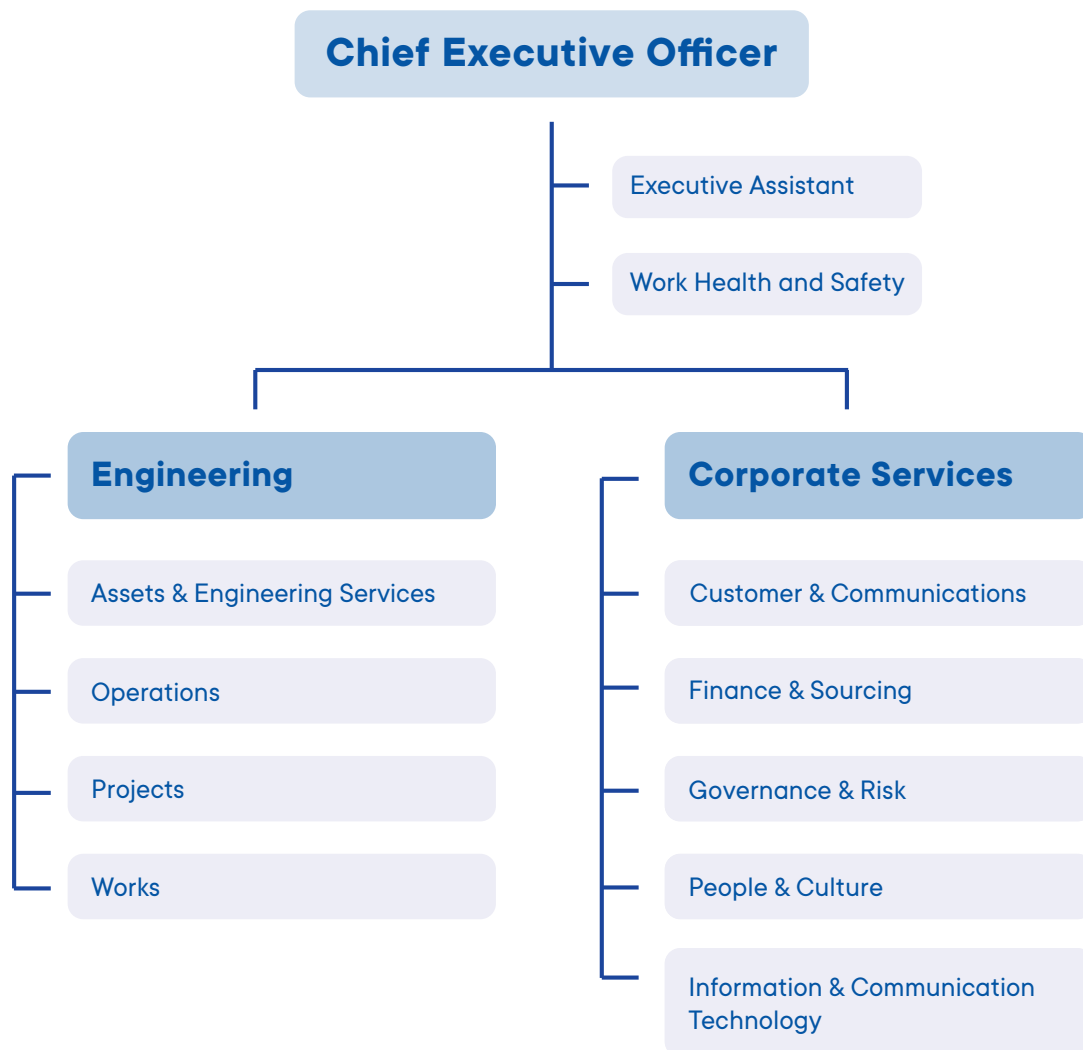


# Our people

## Our organisational structure

The Local Government Act 1993 requires councils to adopt an organisational structure that is appropriate to the needs of each council. Riverina conducted an organisational review in 2021/2022 which involved the creation of a two-director structure. The new directorate

of Corporate Services encompasses the existing Corporate Services (Finance and Customer Service (now Customer & Communications), Human Resources, and Governance & Risk areas of the Council.

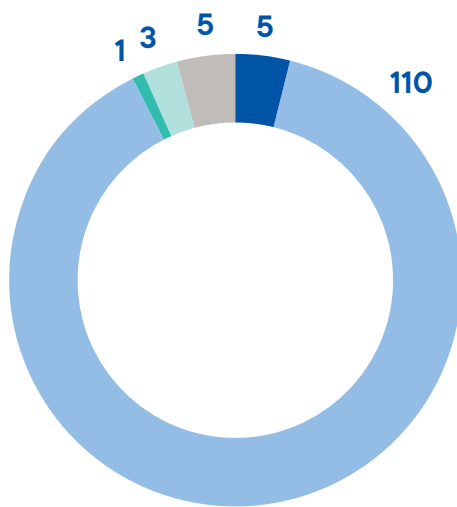


# Our workforce demographics

Data available as of 1 June 2025

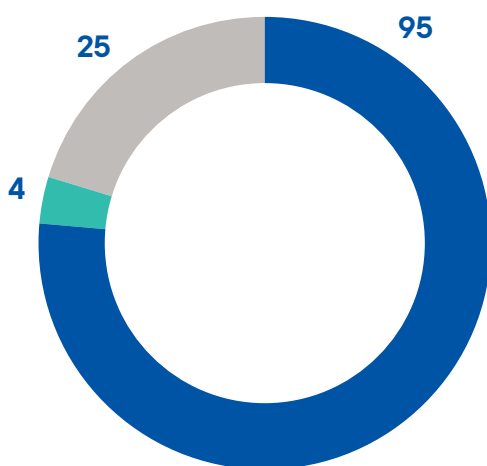
We continuously seek to capture and analyse the key demographic information of our workforce and understand that data is critical in reviewing and evolving our Workforce Strategic Plan. Riverina Water's headcount comprises of 124 employees with the majority being permanent staff.

## Headcount



Whole organisation: 124 staff

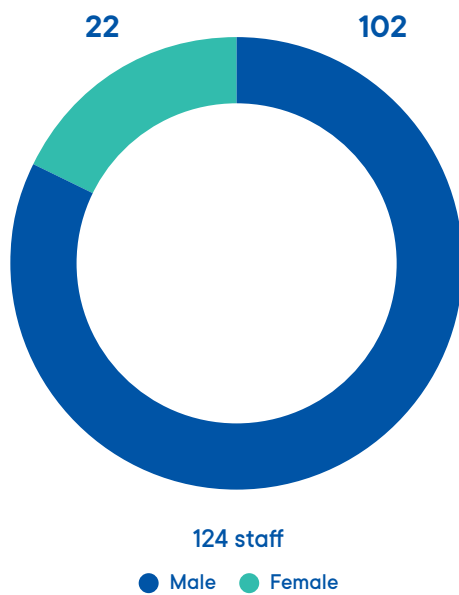
- Fixed-term
- Casuals
- Permanent full-time
- Trainees/Apprentices
- Part-time



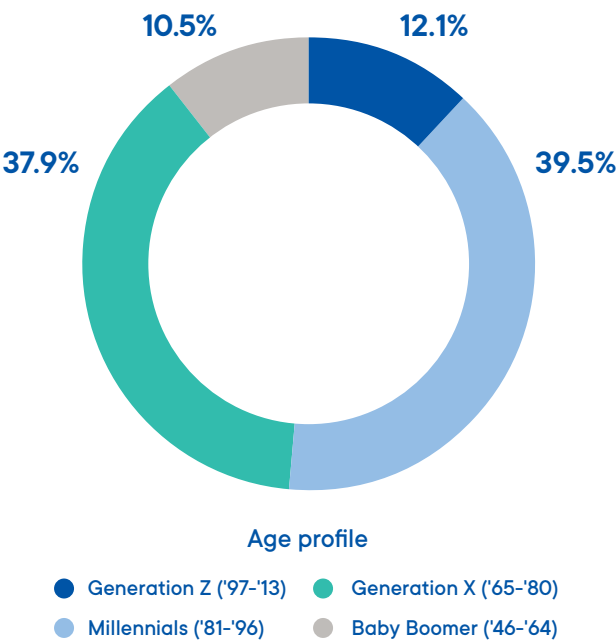
Whole organisation: 124 staff

- Engineering
- CEO Office
- Corporate Services

### Gender breakdown



### Age profile



### Breakdown by division (Headcount)

	Male	% of Division	Female	% of Division
CEO Office	2	50%	2	50%
Corporate Office	9	36%	16	64%
Engineering	91	95.8%	4	4.2%

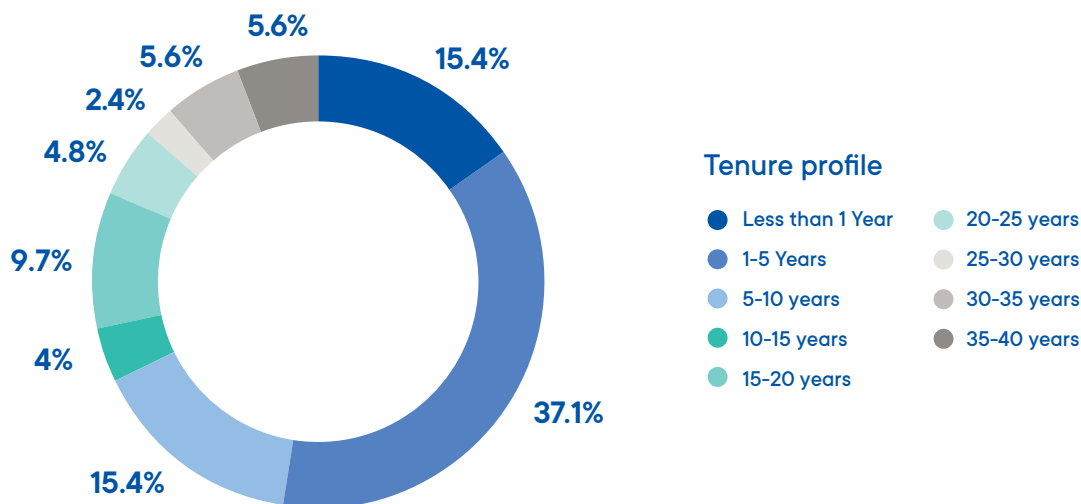
### Breakdown by division

	Gen Z	Millennials	Gen X	Baby Boomers
CEO Office	0	2	1	1
Corporate Office	3	12	8	3
Engineering	12	35	38	10



## Tenure profile

(1 June 2025) Includes all employees, including casuals



## Turnover rate

According to the Local Government NSW HR Metrics Report (2023/2024):

Councils across New South Wales had a median of 15.66% turnover in the 2023/2024 financial year. Turnover reduced 3 points in the industry.

Below is Riverina Water's turnover for the 2023/2024 Financial Year:

- › Voluntary Turnover - 13.04%  
(down from 13.16% in 2022/2023)
- › Retirement rate - 1.74%  
(increased from 0.88% in 2022/2023)
- › Involuntary Turnover - 2.6%  
(increased from 0 2022/2023)

\*Above total turnover rate comprises of resignations and retirements, excluding casuals

\*Involuntary turnover comprises of trainees, fixed term appointees and cadets, excludes casuals

## Gender and leadership positions

(1 June 2025)

	Count	% ratio	% of total workforce
Female	6	20%	4.8%
Male	24	80%	19.3%



# Our workforce challenges

A combination of internal and external analysis has helped identify the most pressing workforce challenges facing Riverina Water over the next four years. These challenges reflect broader trends in the labour market, as well as organisation-specific insights gained through data review and staff engagement.

## 1. Workforce Supply and Regional Talent Constraints

Attracting and retaining the right people at the right time continues to be a challenge, particularly in specialised or technical roles. Our regional location and limited local talent pool contribute to ongoing difficulty sourcing qualified professionals and operational staff in a competitive employment market.

## 2. Succession and Workforce Planning Gaps

An ageing workforce and evolving service needs require a more structured approach to workforce and succession planning. While some progress has been made, we face a risk of knowledge and capability loss without a clear and sustainable plan to identify and develop future talent.

## 3. Knowledge Retention and Process Consistency

Turnover in recent years has highlighted gaps in organisational knowledge management. Inconsistent process documentation and informal knowledge sharing approaches pose risks to operational efficiency and continuity, especially as experienced staff transition or exit the organisation.

## 4. Skills Gaps in Digital Capability and Systems Use

Our digital transformation, including the introduction of new systems such as Infor CloudSuite, requires a lift in digital confidence and system utilisation across all levels of the workforce. Ensuring staff are equipped to fully adopt and leverage technology is critical to realising value from these investments.

## 5. Evolving Workforce Expectations and EVP

Employee expectations around flexibility, wellbeing, development, and purpose-driven work are evolving. Our ability to articulate and deliver a compelling Employee Value Proposition (EVP) that appeals to a multi-generational workforce is essential to attracting and retaining talent.

## 6. Inclusive Practices and Diverse Representation

While Riverina Water is committed to equity and inclusion, our current workforce does not yet reflect the diversity of the broader community. There is an opportunity to strengthen inclusive practices, increase awareness, and create more accessible employment and development pathways for underrepresented groups.

# Strategic approach

Our Workforce Strategic Plan is built on three strategic objectives:

- › Right People at the Right Time
- › Investment in Our People
- › Diversity, Equity and Inclusion

During the development of the Operational Plan each year we will set out detailed objectives and initiatives in line with our strategic objectives.







**Pillar:**

## **Right People at the Right Time**

### **Objective:**

Ensure we have the right people, with the right skills, in the right roles by prioritising succession planning, resource planning, and talent acquisition.



### **4-year strategies:**

- › Enhance our Employee Value Proposition (EVP)
- › Develop a structured succession and resourcing framework
- › Foster cross-functional collaboration

### **1-year actions:**

- › Develop a clear EVP
- › Implement knowledge management actions from 2024
- › Create opportunities for cross-functional collaboration



**Pillar:**

## **Investment in Our People**

### **Objective:**

Develop and implement a framework that prioritises wellbeing and support, strengthens leadership and engagement, and elevates workforce capabilities.



### **4-year strategies:**

- › Prioritise employee wellbeing and support
- › Strengthen leadership, culture, and engagement
- › Empower our workforce through technology
- › Establish and integrate essential capabilities and knowledge

### **1-year actions:**

- › Continue rollout of the WELL program
- › Launch leadership development initiatives
- › Implement staff survey action plans
- › Deliver the annual training plan
- › Progress the OCR project





**Pillar:**  
**Diversity, Equity and Inclusion**

**Objective:**

Foster a workplace that attracts, develops, and retains a workforce reflective of the diverse community we serve.



**4-year strategies:**

- › Ensure inclusive and equitable policies, systems, and workplaces
- › Expand employment pathways to support diverse career progression

**1-year actions:**

- › Implement the Disability Inclusion Action Plan
- › Review and enhance policies
- › Create employment and work experience opportunities for individuals facing employment barriers

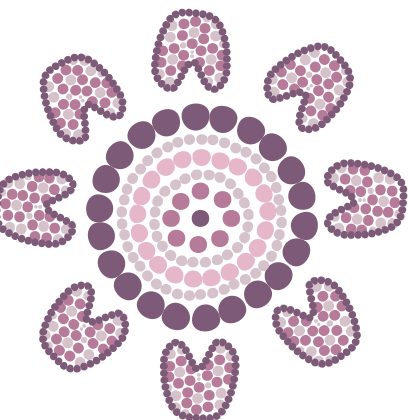
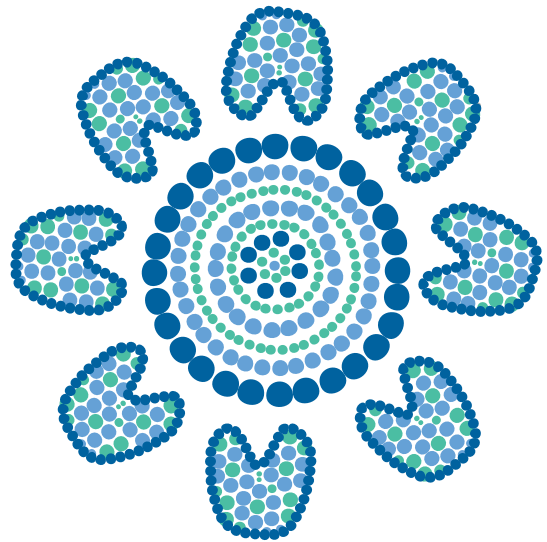


## Implementation, monitoring and review

The actions in this strategy will be integrated into the yearly Operational Plan. As we develop and adopt the new Operational Plan each year, we will include the workforce strategies identified in this document in the context of priority, financial implications, and resource availability. Some of the actions identified for these strategies are 'quick wins' while others will take time to ensure they are fit for purpose. We will continue to review existing actions and assess the requirement for any new projects or initiatives that align with the strategic objectives set out in this strategy.

We will provide reports to the board on our progress and performance every six months and in the Annual Report.

We will review this plan annually and progress will be reported internally to our workforce and the board in the annual report. In addition, we will monitor the internal and external environment to identify any changes that may result in the need to modify or re-prioritise our focus.



# Appendix

## SWOT and PESTLE analysis for Riverina Water

SWOT analysis is a strategic planning and strategic management technique that can help an organisation assess the Strengths, Weaknesses, Opportunities, and Threats of the business. It can support the business strategy and assist with prioritising areas for business growth to achieve organisational goals (Australian Business.gov.au).

PESTLE analysis can help an organisation gain a better understanding of the opportunities and threats they face in the external landscape of business.

As part of the workforce planning session, Riverina conducted a SWOT and PESTLE analysis to help us inform our business opportunities and workplace challenges. Below is a combined summary of the analysis.

<b>Strengths</b>	<ul style="list-style-type: none"><li>› Riverina Water's conditions: Wages, family oriented, superannuation (5.5% above Federal Government)</li><li>› Robust training program</li><li>› Job security as we are a monopoly</li><li>› Worklife balance: we offer RDOs</li><li>› Stable organisation with good reputation and performance</li><li>› Great core capabilities and diversity of work</li></ul>
<b>Weaknesses</b>	<ul style="list-style-type: none"><li>› Slow career progression</li><li>› No support for transition to retirement and no management of knowledge resulting in loss of knowledge</li><li>› Lack of community profile</li><li>› Cultural resistance to change</li><li>› Skills gaps e.g. transition to net zero, technological skills gaps</li><li>› Lack of diversity and ageing workforce</li><li>› No rewards for productivity as we are not outcome focused</li><li>› Silo ways of working and disconnection within departments across the organisation</li></ul>
<b>Opportunities</b> <i>(based on internal and external landscape of the organisation)</i>	<ul style="list-style-type: none"><li>› Promote Riverina Water as a great place to work and rebranding our EVP</li><li>› Improve how we manage and reward productivity</li><li>› Embracing new work practices and technologies</li><li>› Leveraging data and investing in ways to manage knowledge</li><li>› Upskilling/multiskilling in areas of capability gaps</li><li>› Addressing cultural norms and increasing collaboration</li><li>› Improving work processes</li><li>› Para professional development to support professional skills shortage area</li></ul>
<b>Threats</b> <i>(based on internal and external landscape of the organisation)</i>	<ul style="list-style-type: none"><li>› Low unemployment rate</li><li>› Labour shortage in regional and the inability to fill vacant positions</li><li>› Lack of housing</li><li>› Increase cost of living and general cost</li><li>› Increase in water quality requirements (legislative requirements)</li><li>› Willingness of staff to change</li><li>› Increased operational cost and capital cost due to inflation and legislative requirements</li></ul>

Figure 1: outcome of SWOT and PESTLE  
(with a focus on Opportunities & Threats relating to external factors) Analysis in Riverina Water.

## Workforce segmentation for Riverina Water

Riverina Water identifies that all positions in the organisation are important, however; some positions are more closely aligned to the overall strategy and mission of the organisation.

The workforce segmentation aims to divide the positions in Riverina Water into groups in order to;

- › Have a better understanding of our workforce.

- › Identify positions that are closely aligned with our overall strategy and mission to help us focus and prioritise jobs that have the greatest level of impact and influence to sustain a high-performing workforce and achieve our strategy.
- › Reduce the risks of loss of skills and knowledge.

We segmented our workforce into the below categories.

<b>Strategic</b>	<ul style="list-style-type: none"> <li>› The position plays a vital role in driving and achieving our strategy and mission goals</li> <li>› If this role were to go unfilled, the future success of the organisation may be compromised or put at high-risk</li> <li>› This position changes with time and strategy</li> </ul>
<b>Core</b>	<ul style="list-style-type: none"> <li>› This position relates to operational excellence (including meeting legislative or regulatory requirements)</li> <li>› There is considerable risk to goal/strategy achievement if these roles are not filled</li> <li>› This position is called a “never out job” (e.g., always want these jobs filled)</li> </ul>
<b>Supporting</b>	<ul style="list-style-type: none"> <li>› This position’s role keeps the internal operation working smoothly</li> <li>› This position supports the business processes that enable the strategic and core roles to deliver the mission</li> </ul>
<b>Emerging</b>	<ul style="list-style-type: none"> <li>› Our Apprentice, Trainee and Graduate Program provides a pathway for individuals to commence their career, learn new skills and transition to permanent employment with Riverina Water</li> </ul>

Figure 2: Position Segmentation

## Directory

### Headquarters

91 Hammond Avenue Wagga Wagga

### Postal address

PO Box 456 Wagga Wagga 2650

### E-mail

admin@rwcc.nsw.gov.au

### Web

www.rwcc.nsw.gov.au

### Telephone

(02) 6922 0608 (all hours)

### Office hours

8.30am to 4.30pm

Monday to Friday

### Bank

National Australia Bank Ltd

### External auditors

NSW Audit Office

### Internal auditors

National Audits Group

### Emergency

Wagga Wagga

**(02) 6922 0608 (all hours)**

The Rock

**(02) 6922 0608 (all hours)**

Lockhart

**(02) 6922 0608 (all hours)**

Uranquinty

**(02) 6922 0608 (all hours)**

Urana/Oaklands

**(02) 6922 0608 (all hours)**

Culcairn/Holbrook/Walla Walla

**(02) 6922 0608 (all hours)**

## Customer information – payment facilities



### Telephone

Australia Post

Telephone Billpay



### Billpay

Please call **13 18 16** to pay your bill using your credit card, or register to pay using your savings or cheque account from your bank, building society or credit union. Please have your water account ready as you will be required to key in payment details. **Your Billpay code and reference number is located beside the Australia Post symbol on the front of your account.** This service is available 7 days a week, 24 hours per day. **(For the cost of a local call).**



### Credit cards

Ring the **13 18 16** number as listed above.



### To pay by the internet

**www.postbillpay.com.au**

(Access to this option is also available via Council's Internet site listed above).



### Bpay

Phone your participating Bank, Credit Union or Building Society to make this payment from your cheque, savings or credit card account. **Your Biller Code and Reference Number is located beside the BPAY symbol located on the front of your account.**



### Mail

Send cheques to PO Box 456, Wagga Wagga with the "tear off payment slip". Keep the top portion of the account (with details of cheque etc.) for your record. No receipts will be issued unless the whole of the account is returned with the cheque.



### In person

Bring your account with you to pay at Australia Post Shops or Post Offices anywhere throughout Australia. Riverina Water County Council office at 91 Hammond Avenue, Wagga Wagga.



