



People Strategy

2025-28

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Acknowledgement of Country

Westernport Water acknowledges Aboriginal and Torres Strait Islander Peoples as First Nations People and that the land, sea and water are of spiritual, cultural and economic importance. We recognise that we provide services on the traditional lands of the Bunurong Peoples of the Kulin Nation. The Bunurong Peoples have managed the resources on Millowl for thousands of years. We acknowledge them and their continued connection to this place, as we go about managing the water resources today.

Artwork: Graham Gilbert Wiradjuri - Island Dreaming
Photo: Uncle Anthony Egan (Bunurong), Graham Gilbert and Uncle Jarrod West (Bunurong)



A message from our Managing Director

I am pleased to present our People Strategy

Our People Strategy is our blueprint for building a high performing, engaged and future ready workforce.

As we look ahead, we recognise the challenges and opportunities that come with delivering essential water services to our communities. Our People Strategy sets out our commitment to ensuring that our workforce is safe, supported and empowered to thrive.

We are up for the challenge. The water industry is evolving, and so are we. By embracing innovation, building capability and fostering a culture of adaptability we are ensuring that our people and our organisation are equipped for the future.

Safety and wellbeing remain our top priority. Every member of our team must go home safe and well each day. We continue to invest in a strong safety culture, focusing not only on physical safety but also on mental health and overall wellbeing.

Great people make great organisations. To deliver for our communities, we must attract, retain and develop talented individuals who are passionate about what we do. We are committed to creating a workplace where people feel valued, have opportunities to grow and see a secure future with us.

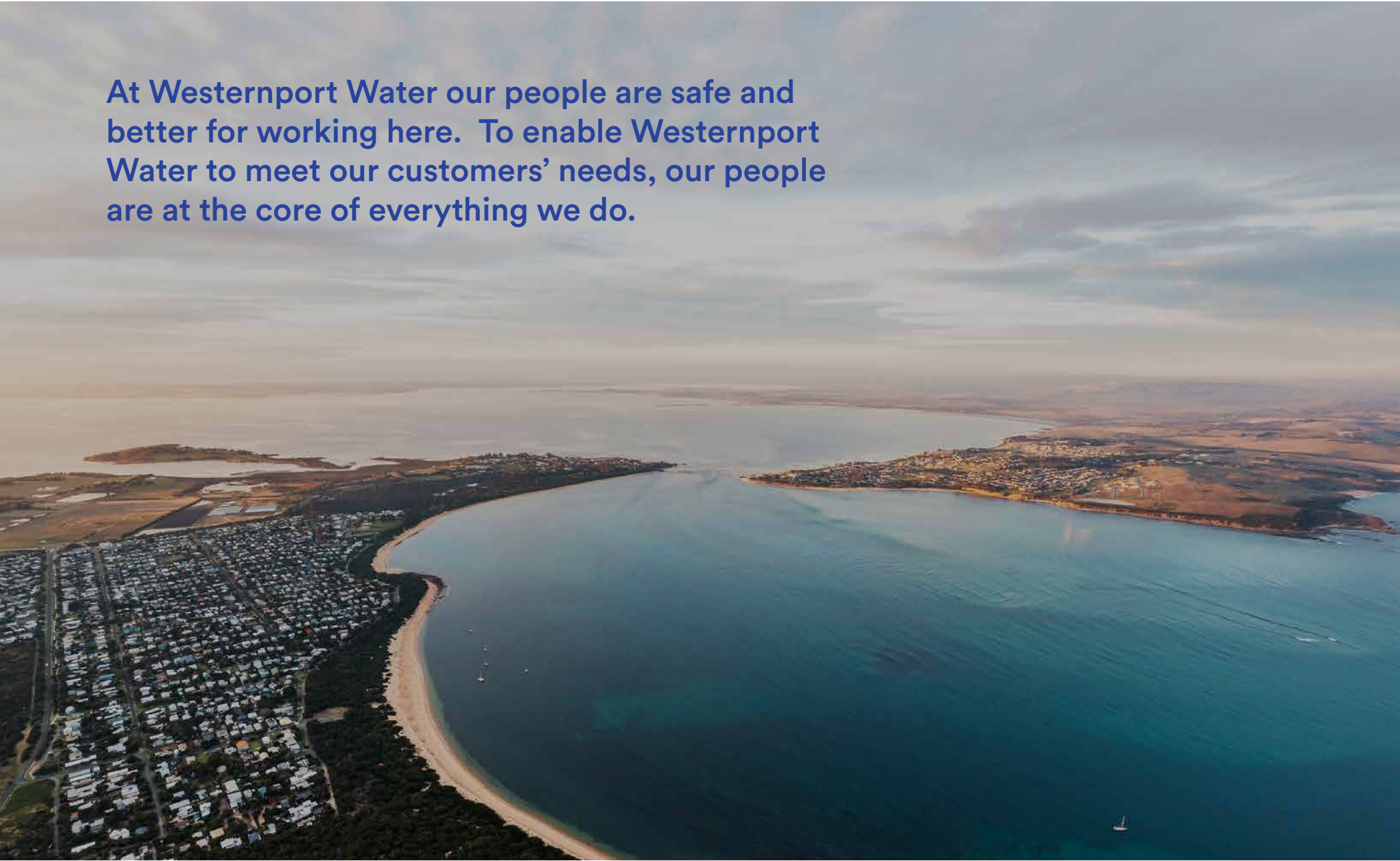
Everyone belongs; we are stronger together. An inclusive and diverse workplace is essential to our success. We celebrate different perspectives, foster a culture of respect and create an environment where everyone feels a sense of belonging and purpose.

Our values of care, courage and commitment guide everything we do – from how we support each other to how we serve our communities. By living these values every day, we create a workplace where people feel valued, empowered and ready to take on the challenges of the future.



“Our people are at the heart of everything we do. Together, we will continue to strengthen our organisation, support our people and deliver for our communities.”

Dona Tantirimudalige (she/her)
Managing Director, Westernport Water



At Westernport Water our people are safe and better for working here. To enable Westernport Water to meet our customers’ needs, our people are at the core of everything we do.

Western Port, Cape Woolamai, Newhaven and San Remo - Photo by Tommy Williams

Our vision

Our People Strategy aligns our people with our corporate goals. It brings together capability development, a proactive attraction and retention plan, wellbeing, diversity and inclusion, and workplace health and safety, enabling our people to thrive.

It will guide Westernport Water’s approach to managing and developing our workforce, building on our strong culture and ensuring Westernport Water is a place where everyone belongs. Collectively, we are well prepared to face challenges and are future ready.

Westernport Water’s organisational values of care, courage and commitment were developed by our people to guide our actions, inspire and promote the reasons our people are proud to work at Westernport Water. These values will be critical enablers in achieving our People Strategy.

Our Values



Care to make a difference.



Courage to step forward



Commitment to do great work

Our people are safe and better for working here

Our People Strategy 2025-28 is comprised of four strategic focus areas that make Westernport Water a great place to work, underpinned by our focus on key principles and deliverables.



Our people go home safe and well

Above all else, our people need to be safe when working for us so they go home safely to their family & friends. This covers physical and psychosocial safety in all work locations. Through our WHS management system and continuous improvement strategies, we seek to embed a culture with intrinsic, daily safety behaviours.

Outcome

We spot hazards and report incidents readily through efficient systems. We are committed to enhancing leadership capabilities that prioritise the health, safety and wellbeing of our people. By focusing on process simplification and improving access to essential resources, we aim to implement comprehensive initiatives that safeguard the mental, physical, and social well-being of our workforce. This includes proactively addressing and reducing psychological work-related risks, such as job design and role demands, to create a healthier and more supportive work environment.

Initiative	What we will do	Delivery Timeframe
1. Hazard and Incident Reporting Improvement	<ul style="list-style-type: none">- Simplify the process for reporting & investigating workplace hazards/incidents.- Provide training and ongoing resources on process changes to embed a culture of hazard and incident reporting.	2025-26
2. Psychosocial Risk Improvement Plan	<ul style="list-style-type: none">- Develop, implement and evaluate psychosocial risk improvement plan (PRIP).	2025-28
3. Leadership-Driven Safety Culture Program	<ul style="list-style-type: none">- Build leadership capability to support the health safety and wellbeing of our people.- Revitalise our Health & Wellbeing Program (mental, physical & social).	2026-27
4. WHS Management System Accessibility Improvement	<ul style="list-style-type: none">- Develop a structured WHS communications plan in line with WHSMS.- Simplify WHS tools, documents and processes.	2025-28

We will achieve this by focusing on five key pillars:

-  Safety leadership and employee capability
-  Technology and systems
-  Risk management
-  Communications
-  Injury and illness prevention/health surveillance.

Everyone belongs: we are stronger together

Diverse teams drive innovation and adaptability, and foster inclusive cultures that research confirms contribute to stronger performance. By prioritising inclusion and diversity, we not only enhance business outcomes but also better reflect the communities we serve. This ensures that every individual feels valued and has a sense of belonging.

We aspire to have a workplace where everyone belongs, a place where people of all attributes and backgrounds thrive. We will achieve this by creating a flexible, inclusive environment, as we focus on supporting:

- Generational diversity
- Gender diversity at all levels and across all work areas
- Aboriginal and Torres Strait Islander awareness
- LGBTIQ+
- Culturally and linguistically diverse employees
- All abilities.



Respect campaign - 16 Days of Activism.

Outcome

We have diverse teams across the business that bring different backgrounds, experiences and perspectives together, resulting in an engaged and innovative workforce. Flexibility is evident in the ways we work and diversity occurs at all levels of the organisation.

Staff can truly be themselves, our workplace is designed to accommodate individual needs and work/life balance is well supported.

Initiative	What we will do	Delivery Timeframe
1. Flexible Work Promotion and Support	- Simplify and relaunch our flexible work application process to increase uptake and diversity of support.	2025-26
2. Transition to Retirement and Succession Program	- Develop Transition to Retirement and Succession Program.	2025-26
3. Build Aboriginal & Torres Strait Islander Cultural Competency	- Support the development and implementation of future Reconciliation Action Plans. - Deliver in-person cultural awareness training to all WPW employees.	2025-27
4. Gender Equity Action Plan (GEAP)	- Review & monitor progress against our current GEAP legislation obligations. - Develop and implement Westernport Water's second GEAP.	2025-27



Uncle Mark Brown Bunurong Land Council Welcomes Reconciliation Australia.

We attract and retain great people

We attract quality talent through a compelling value proposition that offers meaningful work, enables individual career pathways, use processes that work well and enable focus on key priorities, and provide fair pay and valued benefits.

Staff can truly be themselves, our workplace is designed to accommodate individual needs and work/life balance is supported.



*People matter survey results 2024.



Wear it Purple Day - Your passion your pride.

Outcome

We have a capable, skilled and satisfied workforce that is fit for Westernport Water’s future vision. Through the implementation of these initiatives we attract, develop and build the skills Westernport Water needs now and into the future to deliver to our customers and community.

Initiative	What we will do	Delivery Timeframe
1. Employee Self-Service Revitalisation	- Review and simplify PC&S processes and enable more employee self-service.	2025-26
2. Career Development Program	- Support internal applicants and foster development opportunities.	2027-28
3. Benefits Review	- Benefits review. - Implement reward and recognition framework.	2025-26
4. Recruitment Experience Review	- Simplify recruitment and selection processes to break down barriers for internal and external applicants. - Recruit quality candidates with the right skills and capability. - Revitalise and launch employee value proposition (EVP).	2025-27



Some of our long term employees with 15 plus years of service.

We're up for the challenge and are future ready

Our people can develop and excel in their current roles and build new skills which meet our future workforce requirements.

Learning and development activities



Individual Learning



WHS Learning



Team Learning



Leadership Learning



Compliance Learning



eLearning



Whole Org Learning



On the job

*Learning and development activities available for employees.



Emergency management response.

Outcome

We will invest in our people, focussing on the delivery of core competencies and understand Westernport Water’s future workforce requirements, including emerging critical business needs and specialist skills. We recognise there are continuous development areas and respond to changes in our environment and broader operating context.

Initiative	What we will do	Delivery Timeframe
1. Learning & Development Protocols	- Implement learning and development protocols that indicates learning options and allocations.	2025-26
	- Deliver annual learning plan focussed on supporting all current and future capability workforce needs.	2025-27
2. Annual Learning & Development Plan	- Embed and promote the 70:20:10 learning model and delivery of on-the-job experience, social learning, exposure, networking in addition to formal learning.	
3. Leadership Development Program	- Develop and implement a structured learning program for the leadership team to build an agile and resilient leadership team fit for WPW’s future.	2025-27
	- Support acting and development leadership opportunities.	
4. Strategic Workforce Planning	- Align mid and long-range strategic plans with future capability requirements.	2026-27
	- Identify successor readiness for business critical roles.	



Backflow testing program.

Focus on what matters



Key principles

- Bring our values to life and ensure ongoing alignment with our strategic focus areas and key activities.
- Increase engagement across and beyond Westernport Water to build stronger connections and relationships.
- Emphasis on change management through project design and delivery.
- Prioritise high impact tasks, while also ensuring that our key initiatives are sustainable alongside business as usual activities.

Outcome

We are strongly engaged, consistently aligned with our values, effective change managers and able to organise ourselves and our teams sustainably to deliver impactful work.

How we measure progress

To measure the successful delivery of our People Strategy we will draw from a range of data sources, plans and feedback, including engagement of:

Corporate and Business Plan initiatives:

- Workplace Health and Safety Compliance and Improvement Plan
- Retention and Attraction Plan
- Health and Wellbeing Plan
- Learning and Development Plan
- Reconciliation Action Plan
- Gender Equity Action Plan
- Corporate Social Responsibility.

Data/feedback sources:

- People Matter/employee engagement survey
- Westernport Water employee surveys
- Workforce data
- Recruitment feedback
- Gender Equality Commission audit data
- Performance reviews
- Exit interviews.



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