

# Organisational Development Strategy 2018-2021

A great place to work



**WESTERNPORT**  
**WATER.**



## Our cultural journey

Westernport Water will continue a journey of cultural and organisational improvement through the delivery of this strategy. We have come a long way since 2014 after a significant focus on culture, leadership and organisational development. Westernport Water is on a path of consistent improvement and continued effort, and investment in our people and our corporation will enable us to achieve our goals and build a culture we can all be proud of. This improvement is reflected in our **engagement scores from the annual People Matter Survey** (see below):

2014

52%

- Lowest People Matter Survey result of all Regional Water Corporations
- Making Waves Be The Change Program launched to drive a values based cultural program

2015

61%

- Commencement of Phase 1 of the Organisation Improvement Plan to provide a clear and compelling direction for change and employee engagement

2016

69%

- Commencement of Phase 2 of the Organisation Improvement Plan to create a new three division structure based on alignment to strategy
- New PDs for all employees, focused on culture, systems and leadership, and a particular focus on diversity and inclusion.
- Commenced workplace improvements, reflecting a modern, professional organisation

2017

72%

- Organisational realignment completed with renewed roles, responsibilities and team structures
- Significant improvement in our employee engagement score
- WPW leads the water sector on change management, support and consultation metrics in the People Matter Survey

## Our commitments

We have engaged with our people to understand and identify outcomes that are most important to them. The strategy will deliver the following commitments\*:



**Our people go home safe and well**



**Our people are confident to lead and coach**



**Our people are set up to succeed**



**Our people are diverse and capable**

\*These outcomes were shaped by the results of our People Matter Survey conducted by the VPSC in 2017, engagement with our people, and the Water for Victoria priority areas of leadership and culture.

## Strategic success indicators

We will measure the success of our strategy using the annual People Matter Survey results. Our target is to meet or exceed the industry benchmark annually and strive to continuously improve on our results year on year. We will report annually to the Board on the progress of the strategy.



# Our people go home safe and well

## Why

A cultural shift in our approach to safety is not negotiable. Health and wellbeing is important to our staff and is key to the quality of work delivered. We will develop a strong safety culture at all levels within the organisation ensuring that everyone goes home safe and well every day. We will develop a range of employee support mechanisms, and a strong suite of employee led health and wellbeing initiatives that meet the physical and psychological health needs of all staff, giving them the best possible chance to succeed.

Our people said:  
“Health and wellbeing is important to us and the key to being able to deliver good work.”

## How

### ✓ Workplace Health & Safety Improvement Project

#### 1. Workplace Health & Safety (WHS) Management System

Developing and delivering a fit for purpose WHS Management System guided by relevant standards and legislative obligations. This system will include key accountabilities, roles and responsibilities, policies, procedures, forms, registers and ongoing monitoring, measurement and evaluation. It will ensure WPW is in a position to deliver best practice in all areas of workplace health and safety.

#### 2. Workplace Health & Safety (WHS) Improvement Plan

Developing and delivering a WHS Improvement Plan that provides a roadmap for change and embeds a safety culture throughout the organisation. The plan will review WPW's capability and capacity to maintain an effective WHS management system, and develop an improvement plan to build awareness, enhance capability and drive cultural change. It will include education and training for all staff, to enable them to champion workplace health and safety as WPW's number one priority.

### ✓ Health & Wellbeing Plan

Creating and delivering an employee driven Health & Wellbeing Plan that builds on our current program and attracts widespread and consistent employee participation. It will address the varied needs of a diverse workforce and provide options for all. The plan will support our employees to be their best, both at work and at home.

Going home safely to our families





Taking care of our wellbeing

## When



## Strategic success indicators

We will meet or exceed the industry benchmark annually and strive to continuously improve our results year on year.

**2017** (People Matter Survey)

**95% agree** My organisation provides a **safe work environment.**

**2017** (People Matter Survey)

**82% agree** My organisation encourages and supports employees to have a good **work/life balance.**





# Our people are confident to lead and coach

## Why

We will create an environment of leadership excellence across the organisation by providing our leaders with a framework, and the tools with which to set direction, build relationships and inspire others to succeed. We believe leadership needs to be organisational wide, so we will build capability by cultivating and encouraging leaders across all levels of Westernport Water.

Our people said: "Leadership development is important across the whole organisation, not just for managers."

## How

### ✓ Leadership Development Program

Creating a suite of leadership development opportunities and programs suitable for all employees that meets a range of skills, knowledge and interests. This will include coaching and mentoring training for the Executive and Leadership teams, and opportunities for all employees to access leadership development programs.

### ✓ Organisational Succession Planning Framework

Developing a plan to ensure organisational sustainability that provides existing employees with the opportunity to build a career whilst contributing to the success of the organisation. This includes leveraging experiences and exposing all employees to innovation and best practice. We will identify the emerging leaders in the organisation and equip them with the skills, knowledge and experience they need to succeed.

## When



## Strategic success indicator

We will meet or exceed the industry benchmark annually and strive to continuously improve on our results year on year.

**2017** (People Matter Survey)

**76%** Our people demonstrate **leadership capability.**  
agree





# Our people are set up to succeed

## Why

We will build the capability of our workforce by providing our people with the opportunity to be the best that they can be. We will do this by providing fit-for-purpose systems and processes in an open and trusting environment. We will refresh our values and create a consistent, structure for policies, procedures and strategies to support us in doing our jobs.

Our people said: "We need a consistent, fit-for-purpose structure for policies, procedures and strategies to support us in doing our jobs."

## How

### ✓ Business Transformation Project

#### 1. Information Technology (IT) managed services

Replacing our IT managed services, and providing a new hosting environment and new network services that improve the speed, efficiency and reliability of our IT network.

#### 2. Corporate systems

Replacing the Civica Authority Platform with new utility billing, finance, payroll and HR information systems that assist us to foster high performing teams, improve our service delivery and deliver a great working environment.

### ✓ Refresh our values

Our values have served us well in the initial phase of our organisational transformation. It is now time to revisit them and align them to the new Westernport Water and our current objective to be a great place to work.

### ✓ Consistent, fit-for-purpose systems

Making business processes efficient by agreeing on and implementing consistent structures for policies, procedures, strategies, plans and forms.

### ✓ Facilities and tools of trade

Reviewing and upgrading the office and depot workspaces.

## When

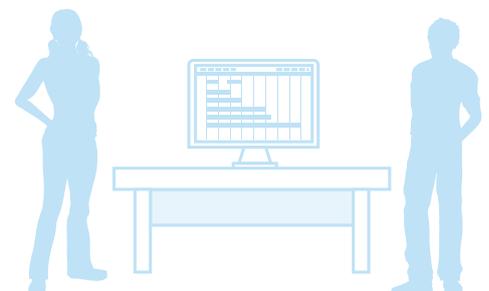
2018-2019	2019-2020	2020-2021
<ul style="list-style-type: none"> <li>• Business Transformation Project</li> <li>• Refresh our values</li> </ul>	<ul style="list-style-type: none"> <li>• Fit-for-purpose systems</li> </ul>	<ul style="list-style-type: none"> <li>• Facilities and tools of trade</li> </ul>

## Strategic success indicator

We will meet or exceed the industry benchmark annually and strive to continuously improve on our results year on year.

**2017** (People Matter Survey)

**78% agree** Our people feel **enabled** by Westernport Water to do their jobs well.





# Our people are diverse and capable

## Why

We aim to embed diversity in all that we do, increasing our awareness and understanding, and embracing the benefits to create and celebrate a more diverse workforce. We will build a workforce reflective of our community's diversity and create a corporation that is progressive, inclusive and socially responsible. We will provide an environment where talented, hard working people are rewarded and treated well. We will put an emphasis on team achievements and pride in individual accomplishments that contribute to our overall success. We will encourage a learning culture where leaders equip individuals to take ownership of their learning and development needs, supporting their performance in delivering excellent service.

Our people said:  
"We want our learning and development options to be inclusive and flexible."

## How

### ✓ Diversity & Inclusion Plan

Continuing to deliver on the targets and goals in our Diversity & Inclusion Plan to strive for a more inclusive workplace.

### ✓ Learning & Development Plan

An inclusive and consistent plan that provides all staff with opportunities for personal and professional development. We will also re-imagine the learning experience by using technology to develop a learning program that enhances opportunities for flexible learning for all.

### ✓ Recognition and Reward Program

A new approach that recognises and rewards contribution, performance and achievement in a way that motivates people and supports excellence. We will develop a performance management process that is aligned to performance and incentivises excellence at every level.

### ✓ Innovative Recruitment and Induction Processes

We will think differently by taking a new approach to recruitment and induction with a focus on innovation, values and cultural fit.





Celebrating International Women's Day

### When



### Strategic success indicators

We will meet or exceed the industry benchmark annually and strive to continuously improve on our results year on year.

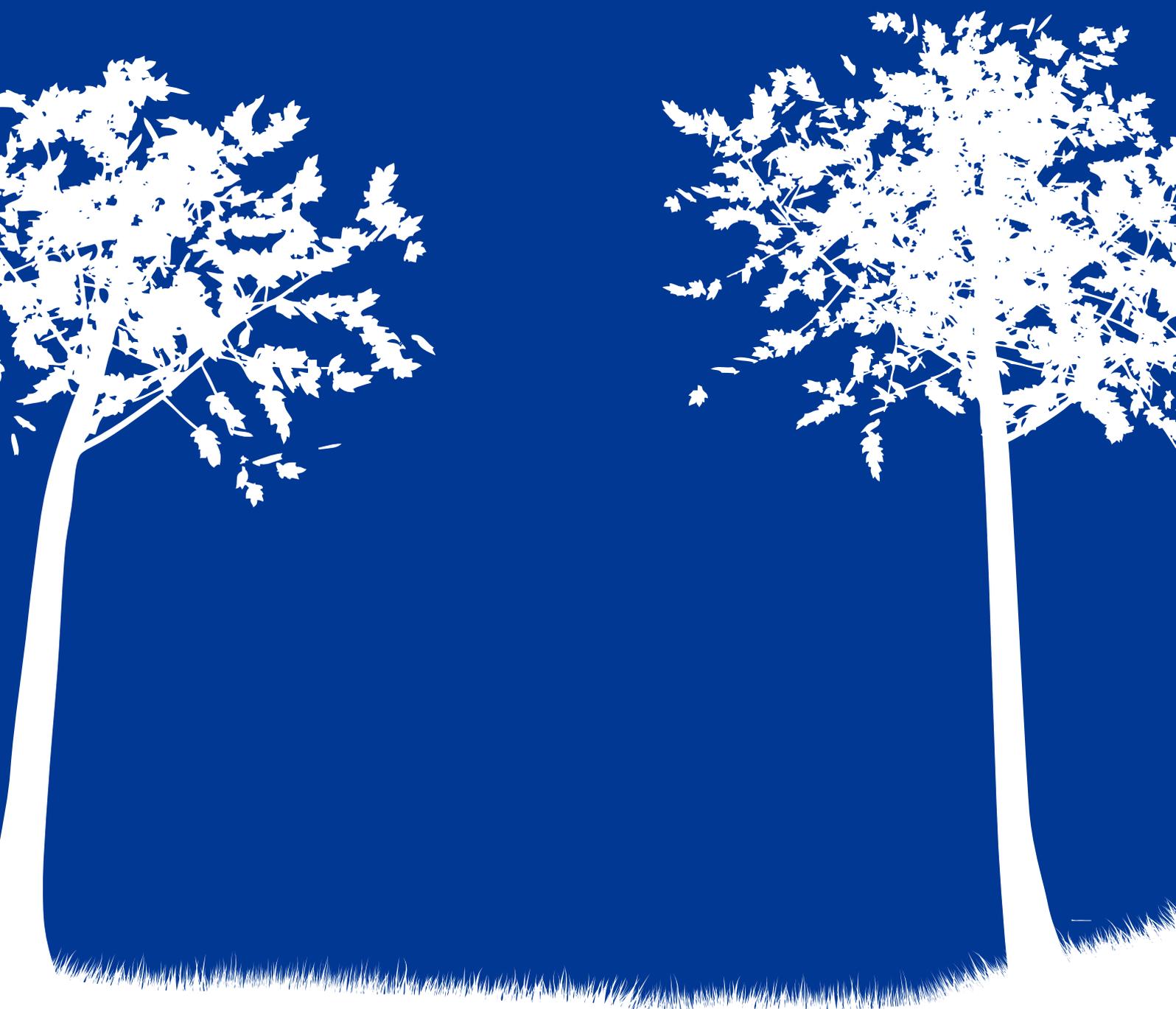
**2017** (People Matter Survey)

**79% agree** Our people believe that WPW is a **diverse workforce** with equal employment opportunity.

**2017** (People Matter Survey)

**72% agree** Our people are provided with the **opportunity to improve.**





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**WATER.**