

Local water utilities workforce development roadmap



Acknowledgement of Country



Department of Climate Change, Energy, the Environment and Water acknowledges the traditional custodians of the land and pays respect to Elders past, present and future.

We recognise Australian Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to place and their rich contribution to society.

Artist and designer Nikita Ridgeway from Aboriginal design agency – Boss Lady Creative Designs, created the People and Community symbol.

Local water utilities workforce development roadmap

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1 Executive summary

NSW local water utilities (LWUs) face a shortage of skilled frontline staff, which poses a challenge to the sector’s ability to provide safe, secure, and sustainable water services. To address this, the NSW Department of Climate Change, Energy, the Environment, and Water (the department) is working closely with industry leaders, training providers, and regional stakeholders to help prepare a workforce for the future.

This roadmap uses insights from the 2024 Workforce Composition Survey, consultation feedback, and other data available to the department to identify opportunities for workforce growth and development. This will ensure the water industry remains resilient and well-equipped to meet evolving demands.

Our vision

The NSW water sector strives for a skilled, adaptable, and future-ready workforce. Our coordinated efforts aim to foster a strong pipeline of water professionals, ensuring they have access to meaningful career opportunities, high-quality training, and industry-wide support.



Our focus areas

This roadmap outlines four priority focus areas designed to address existing workforce challenges and build sustainable career pathways.

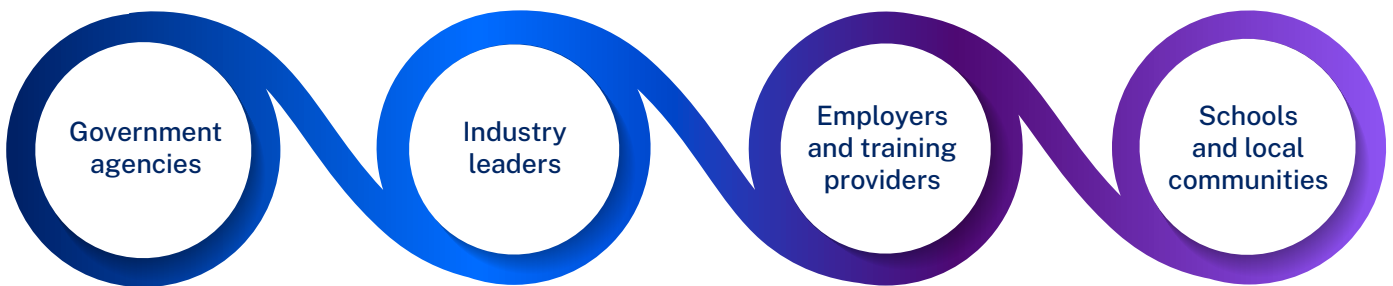
Figure 1 – Focus areas



Shared responsibility

Figure 2 – Shared responsibility

Building a resilient workforce requires collaboration across the sector, including:



Each group plays a vital role in ensuring the long-term success of NSW’s water industry workforce.

2 Strategic vision for the water industry

The LWU industry operates with a clear and unified vision:

Safe, secure, sustainable, and affordable water and sewerage services for healthy and resilient communities, businesses, and the environment, now and into the future.

This roadmap aligns with a suite of workforce strategies and industry plans, ensuring all initiatives contribute to building a strong, adaptable, and well-trained workforce.

Table 1 – Key stakeholders

Key relationships and partnerships:	Supporting programs:
<ul style="list-style-type: none">Local Government NSWInstitute of Public Works Engineering AustraliaNSW Planning and EnvironmentNSW HealthNSW Office of Local GovernmentNSW Environment Protection AuthorityDams Safety NSWAboriginal Affairs NSW	<ul style="list-style-type: none">NSW Water Directorate Strategy 2030NSW Water Strategy12 Regional Water StrategiesTown Water Risk Reduction ProgramWater Efficiency and Leakage Management ProgramSafe and Secure Water ProgramAboriginal Communities Water and Sewerage Program

Reforming gas training to build a trade-qualified workforce

In the early 2000s, Australia's gas industry faced growing pressure. Skills shortages, an ageing workforce, and limited entry pathways created difficulties in attracting and retaining talent. As technologies advanced, especially with the introduction of smart meters, there was a clear need to modernise technical training and create stronger qualifications pathways. In response, the industry partnered with training providers to develop targeted qualifications and improve access to vocational education. Over time, the sector also worked to broaden its appeal, including efforts to attract more women into gas operations roles.

In 2014, the industry embarked on a major step forward and released the Certificate III in Gas Supply Industry Operations (UEG30114) under the UEG11 Gas Industry Training Package. The qualification focused on the technical skills needed for installing, maintaining, and repairing gas infrastructure, offering the sector its first formal trade-aligned training program.

The momentum continued in 2015 with EnerTrain, a gas-specific Registered Training Organisation (RTO) authorised to deliver tailored qualifications across Certificate II to Certificate IV levels. That same year, UEG30114 enrolments surged past 9,000, indicating strong industry alignment and demand for skills development.

Over the next few years as the training system evolved, it replaced older programs and introduced newer versions of the Certificate III. In 2022, several Australian states formally recognised UEG30122 as a trade qualification, allowing apprenticeships in the gas sector and unlocking new incentives for learners and employers. By 2023, 68 apprentices had commenced training, with numbers expected to grow. From 1 July 2024, UEG30122 became eligible for the \$10,000 New Energy Apprentice Support Payment, designed to encourage participation in clean energy-aligned trades.

This progression highlights the power of long-term industry planning, purpose-built qualifications, and strong partnerships between training providers and employers. Key milestones, such as the 2014 qualifications release and establishing EnerTrain, directly contributed to enrolment surges and the formalisation of gas as a trade pathway.

NSW LWUs face similar workforce pressures linked to an ageing workforce, limited entry pathways, and access to quality training. The gas sector's success in recognising and formalising trade-level roles, supported by purpose-built qualifications and strong industry delivery models, reinforces the importance of coordinated action, training reform, and greater visibility of the sector. Lessons from the gas industry can directly inform efforts to grow, professionalise, and retain the future water workforce.

References for this case study provided in **6: References**.

3 Skills and training needs of the water industry over time

3.1 Workforce Composition Survey 2024 overview

Understanding workforce needs

NSW LWUs face persistent workforce challenges, particularly in recruitment, retention, and skills development. The department's 2024 [NSW Local Water Utility Workforce Composition Survey](#) provides critical insights into workforce demographics, vacancies, pay structures, and training participation. To ensure continued industry awareness and proactive workforce planning, we will again conduct surveys in 2026 and 2028, allowing stakeholders to track emerging trends, assess the effectiveness of workforce strategies, and identify new challenges as they evolve.



Key findings

- **33% of operational staff in LWUs are aged 50+** – succession planning and knowledge sharing is essential.
- **Aboriginal and Torres Strait Islander workforce participation** sits at 5%, showing potential for increased representation, particularly in leadership and technical roles.
- **Female workforce participation rates in operational roles are low** – 8% – especially in frontline positions.
- **High vacancy rates persist in engineering** – 22% – and supervisor roles – 19% – especially in western LWUs.
- **Frontline staff rely on overtime, on-call, and penalty rates** for between 12% and 17% of their earnings, indicating staffing challenges.
- **Certificate III in Water Industry Operations is the preferred qualification**, with significantly higher enrolment numbers compared to Certificate II, indicating a preference for full traineeships over school-based traineeships as the preferred entry pathway.
- **Western LWUs depend more on department-run training** – probably a result of limited access to accredited providers.

Survey findings highlight recruitment gaps, pay disparities, leadership shortages, and the need for improved training accessibility. Addressing these areas is crucial for strengthening NSW LWU workforce resilience. The figure below provides a snapshot of the results.

Figure 3 – Snapshot of the LWU sector, 2024

Snapshot of the local water utility sector in NSW

Data in this snapshot is representative of the 59% of local water utilities that responded to the survey in 2024.

Where are we now? Our workforce in 2024

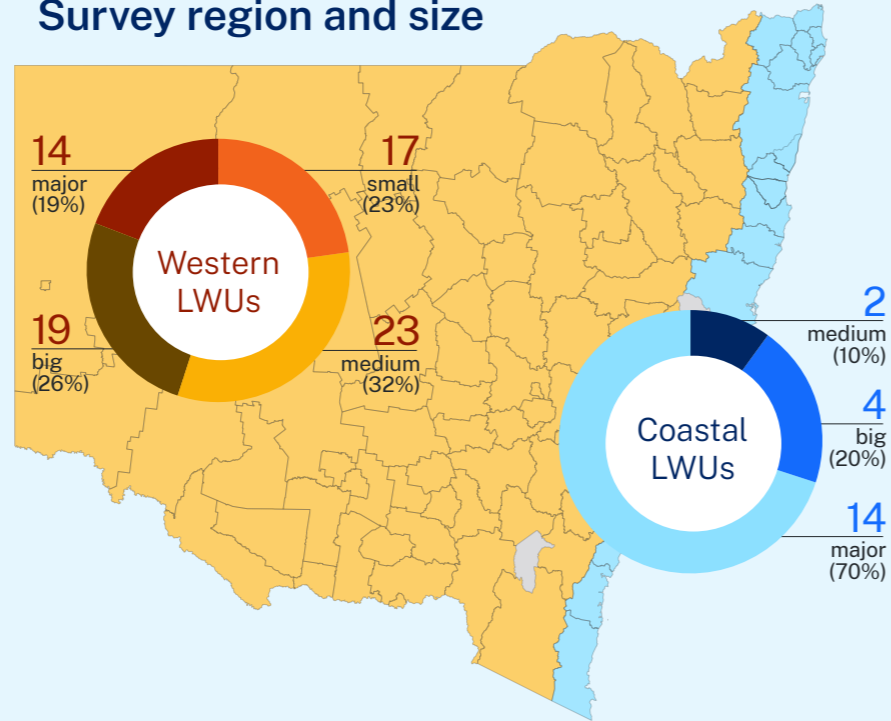
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Local water utilities providing essential water and wastewater services to NSW communities

59%

of all local water utilities in NSW completed the Workforce Composition Survey in 2024

Survey region and size



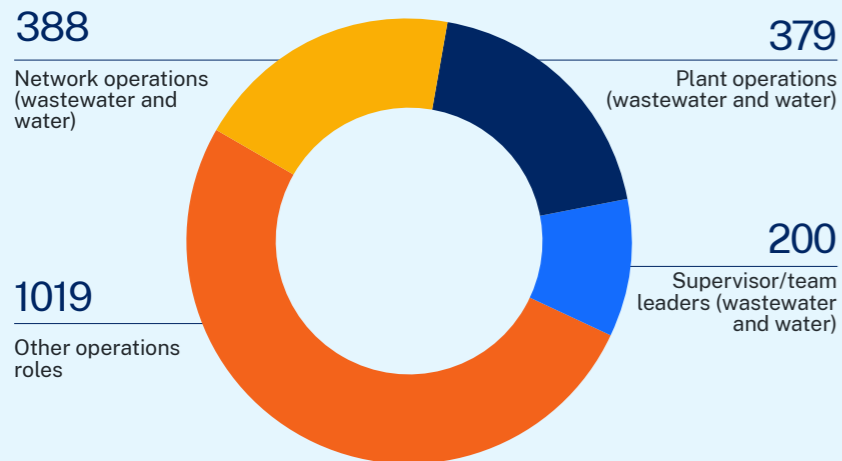
Demographics

50+ of workforce is aged over 50 years

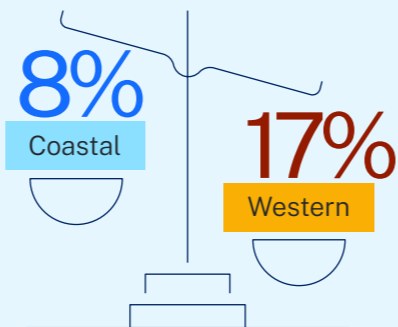
8% of workforce is female

5% of workforce identify as Aboriginal and/or Torres Strait Islander

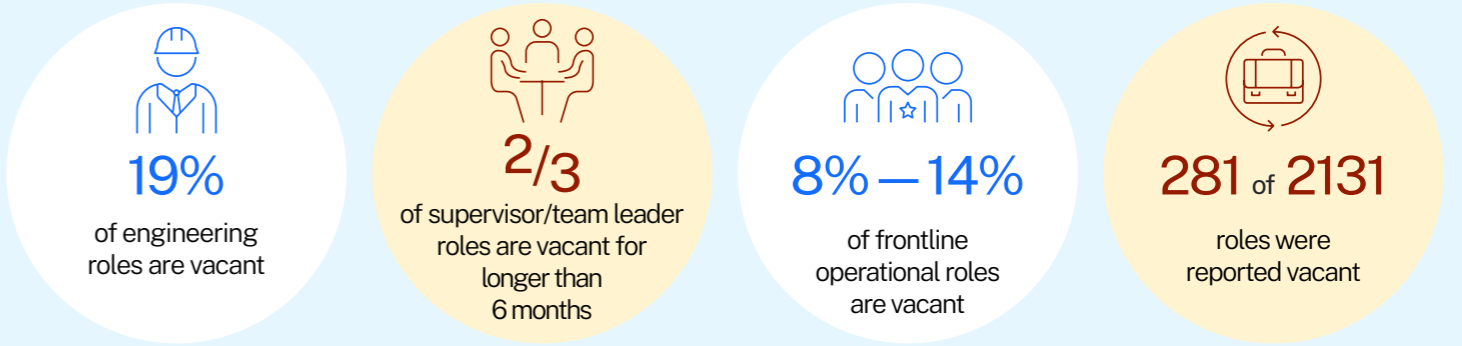
Job roles



Percentage of water treatment operators that are trainees

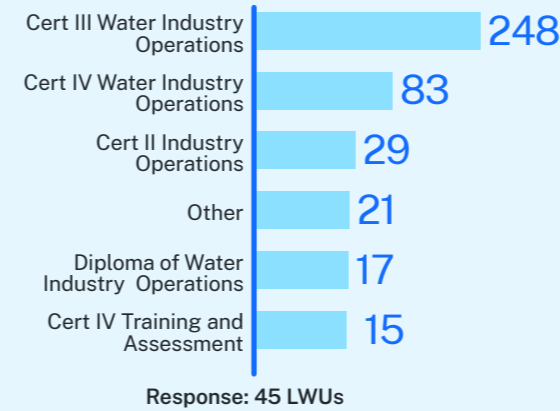


Vacancies

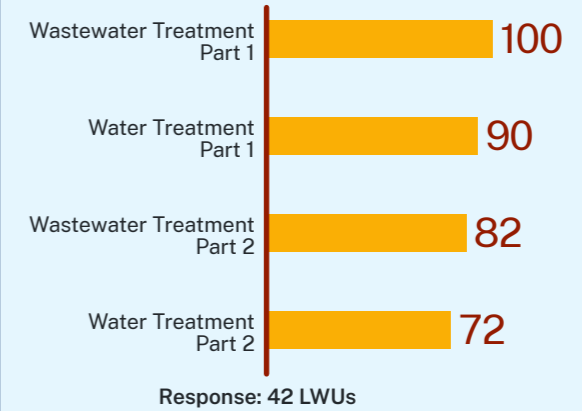


Training

Expected enrolments in VET training over the next 5 years



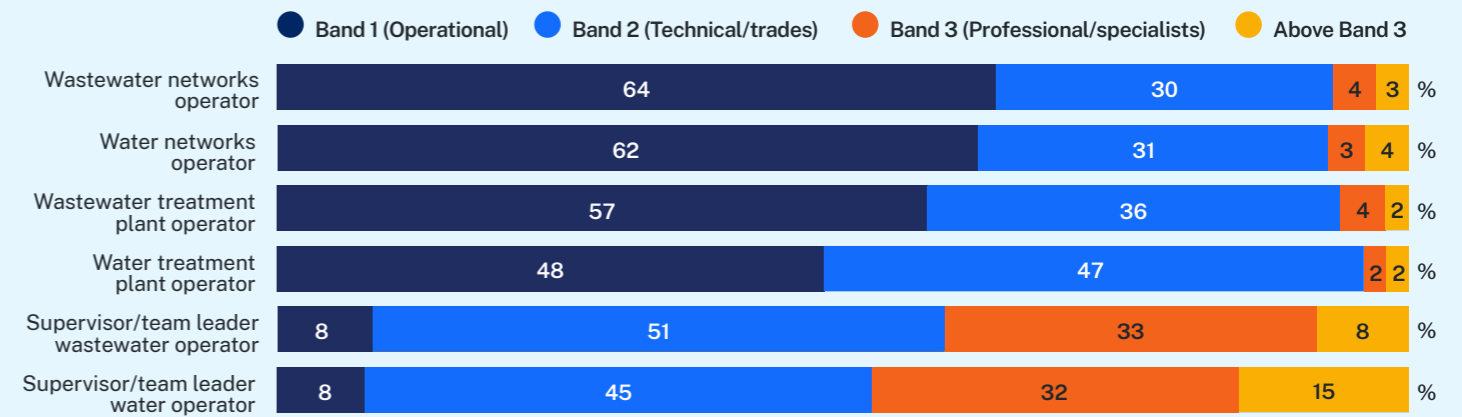
Expected enrolments in department training over the next 5 years



Preference for future training delivery is face-to-face, with mixed delivery options

Pay

Pay equivalent to Local Government (State) Award 2023



Frontline operational staff take home an average of 12-17% of pay from overtime, on-call or penalty rates

Looking ahead

Challenges

- High number and long duration of vacancies
- Knowledge transfer and succession planning
- Inflexible training subsidies

Opportunities

- Targeted recruitment of minority groups to increase diversity
- Increased uptake of traineeships
- Increased regional collaboration

3.2 Future workforce needs

The NSW water sector is evolving, and workforce planning must anticipate future demands. This section outlines key priorities to ensure LWUs are equipped with the right skills, training, and career pathways into the future.

Emerging skills and industry alignment

LWUs must adapt to smart water technologies, climate resilience, and infrastructure expansion. Cross-industry expertise from energy, construction, and environmental management will be critical. Strategic planning and digital skills are vital for data-informed decisions, long-term planning, and integrating emerging technologies into operations.

Leadership and succession planning

With 33% of operational staff aged 50+, structured succession planning, mentoring programs, and leadership development are essential to securing future industry leaders.

Workforce growth and mobility

Attracting mid-career professionals from other sectors can address skills gaps. Strategies include fast-track training pathways, recognition of prior learning (RPL), and industry outreach programs.

Early career engagement

Strengthening school-based pathways will help build a sustainable workforce pipeline. Priorities include expanding traineeships, increasing industry-school partnerships, and improving career awareness.

Workforce diversity and Aboriginal participation

With Aboriginal workforce participation at 5%, targeted initiatives such as mentorship programs, regional employment pathways, and tailored training will encourage greater inclusion.

Projected workforce needs and policy advocacy

Urban growth, climate adaptation, and infrastructure investment will drive demand for frontline operators, engineers, and digital technology specialists. Industry must advocate for expanded training subsidies, national workforce recognition, and sustainable funding.

Training and industry partnerships

Collaboration with LWUs, RTOs, and universities will be key to bridging workforce gaps. Future initiatives should focus on standardised skills frameworks, portable credentials, and technology upskilling programs.

These actions will ensure a resilient, skilled, and future-ready workforce, supporting the long-term sustainability of NSW's water industry.

3.3 Skills map

The NSW LWU sector relies on a diverse workforce with expertise across multiple disciplines, including the following.

Operators and tradespeople – manage day-to-day operations, carry out maintenance, and ensure compliance with safety and environmental standards.

Engineers and scientists – design and maintain infrastructure, monitor water quality, and lead innovation through research and technology.

Construction and projects teams – build and upgrade infrastructure to meet the needs of expanding communities and changing environments.

Managers and supervisors – lead teams, oversee project delivery, and support strategic workforce and service planning.

Business support professionals – provide the expertise that keeps operations running smoothly and help ensure well-managed, inclusive, and responsive services.

The following table outlines a broad range of roles across the NSW LWU sector. It groups key workforce areas to support workforce planning and career exploration.

Table 2 – Skills map

Frontline operational roles		Other operational roles			Business support roles			
Operator Roles	Leadership Roles	Technical and Trade Roles	Professional and Specialist Roles	Operational Management Roles	People and Culture	Digital Technology	Finance and Administration	Customer and Community
<ul style="list-style-type: none"> Water Treatment Plant Operator Wastewater Treatment Plant Operator Water Networks Operator Wastewater Networks Operator 	<ul style="list-style-type: none"> Supervisor/Team Leader Water Operator Supervisor/Team Leader Wastewater Operator 	<ul style="list-style-type: none"> Trade Waste Officer Electrical Tradesperson Mechanical Tradesperson Plumbing Tradesperson Civil Construction and Maintenance – Wastewater Civil Construction and Maintenance – Water Dam Operator Heavy Plant Operator Development Technical Officer 	<ul style="list-style-type: none"> Engineer Professional Engineering Paraprofessional Scientific Professional Scientific Paraprofessional Project Manager Strategic/Asset Planner 	<ul style="list-style-type: none"> Operational Manager – Water and Wastewater Project Management Coordinator Asset Coordinator Treatment Coordinator Network Coordinator Maintenance Coordinator 	<ul style="list-style-type: none"> Human Resources Manager Human Resources Officer Learning and Development Coordinator Work Health and Safety Officer 	<ul style="list-style-type: none"> IT Support Technician Systems Administrator 	<ul style="list-style-type: none"> Finance Manager Finance Officer Payroll Officer Procurement Officer Administration Officer Stores/Supply Officer 	<ul style="list-style-type: none"> Customer Service Manager Communications and Engagement Manager Customer Service Officer Communications /Community Engagement Officer



4 Focus areas and actions

4.1 Focus area 1: Attraction and recruitment

Vision

The water industry has a steady flow of talent with skilled professionals taking advantage of clear career pathways and engaging opportunities to join the sector.



Goals

- Increase trainees starting jobs in the LWU sector in NSW.
- Simplify pathways for mid-career professionals to transition into the sector.
- Attract workers from other industries to take on LWU roles.
- Establish partnerships and conduct careers events and job expos to strengthen connections with schools.

Challenges

The LWU sector has some significant workforce challenges, as the 2024 Workforce Composition Survey Report reveals.

- Many jobs stay vacant for months, and competition for skilled workers is tough, especially against the construction and energy industries.
- Hires are often workers taken from other LWUs, which doesn't grow the overall workforce.
- Young people, graduates, and professionals don't see LWUs as a first-choice career.
- LWUs struggle to properly onboard and keep new employees. There's also too much red tape around funding for jobs and training.

Actions

What's happening now

Water careers resources – on this page [Careers in the water industry](#).

Water industry showcase day – toolkit for LWUs to do it themselves – [Water industry showcase day toolkit](#).

Traineeship intake calendar – on this page [Careers in the water industry](#).

Water industry traineeship guide – including working with [Group Training Organisations](#)

Water operator job guides [Water Treatment Plant Operator](#) and [Water Treatment Plant Operator guide focus on opportunities for Aboriginal People](#).

What's coming next

Workforce development strategy – focus on the longer-term.

Future water industry showcase days – adopt support from the NSW Water Directorate and the water sector to increase the visibility of water careers.

Promote water careers resources to LWUs – collaborate with the NSW Water Directorate.

Extra resources

[Regional Industry Education Partnerships \(RIEP\)](#) – use local education programs to connect schools and the water industry.

[Careers in Water](#) – showcases diverse roles in the water industry and provides resources to inspire and guide job seekers.

[Careers at Council](#) – highlights local government career opportunities across Australia, offering job alerts and guidance.

Showcasing the water industry to engage the next generation of water professionals

In 2023, the Calala Water Treatment Plant in Tamworth hosted a Water Industry Showcase Day, a collaboration between the NSW Department of Climate Change, Energy, the Environment and Water, and the NSW Department of Education. The event aimed to address workforce shortages in the water industry and encourage students and jobseekers to explore career opportunities in the sector.

More than 50 high school students from nearby areas attended the event, along with jobseekers and career advisors. Attendees participated in activities such as water quality testing and met with water industry professionals to learn about the variety of roles available. This hands-on experience helped raise awareness and excitement about careers in the water sector.

The event achieved significant results. About 30 students expressed interest in work experience within the industry, and LWUs secured four traineeships. Its success inspired the development of a [Water industry showcase day toolkit](#) to help other LWUs organise similar events.

This showcase day demonstrated the value of partnerships between government, councils, and schools in attracting new talent. Providing engaging, real-world experiences addressed workforce challenges and highlighted the importance of the water sector in supporting communities and sustainability.



4.2 Focus area 2: Supporting employees and fostering career growth

Vision

The workforce stays afloat, with strong career progression, mentorship, and professional development offering the support required to keep employees engaged and valued.



Goals

- Create a positive and supportive workplace that retains talented employees.
- Establish clear career pathways to help staff grow professionally.
- Enhance employee recognition and motivation to strengthen commitment to the LWU sector.

Challenges

The 2024 Workforce Composition Report and industry feedback highlight key workforce challenges in the LWU sector.

- Workers leave for better-paid jobs in other industries.
- Workers feel undervalued and see limited opportunities for growth.

Actions

What's happening now

Storytelling to improve Aboriginal employment opportunities – partner with Aboriginal Affairs NSW and NSW Water Directorate to share success stories and promote water careers to Aboriginal people. Available on this page – [Careers in the water industry](#).

LWU traineeship handbook – a comprehensive Water Industry Traineeship Guide to support new entrants, outline career pathways, and ensure alignment with industry standards. [Skills, training and workforce development](#).

What's coming next

Diversity and inclusion – incorporate minority groups such as women and migrant engineers in non-traditional roles.

Support for employment in regional areas with the NSW Water Directorate – establish operator networks and mentoring programs.

Workforce planning, knowledge-sharing plans, and clear career pathways.

Working with NSW Water Directorate to align salaries with local government capability framework.

Support development of employee value proposition (EVP) – showcase the advantages of working in the water industry. See [Water Careers | Explore Boundless Possibilities in the World of Water](#).

Supporting non-monetary incentives to attract and keep staff.

Extra resources

Graduate programs – offer structured entry pathways for new graduates to develop skills and start meaningful careers in the water industry.

Reconciliation action plan – promote inclusion and strengthen partnerships with Aboriginal communities within the water sector.

AWA mentoring – connect experienced and emerging water professionals to guide career growth and leadership development. See [National Mentoring Program](#).

Promoting pathways for Aboriginal people in employment and career progression

In 2025, Aboriginal Affairs NSW, the NSW Water Directorate, and the department launched a storytelling initiative to increase visibility of careers in LWUs and inspire more Aboriginal people to enter the sector.

A video promotion filmed in the Bega Valley Shire Council and Kempsey Shire Council features Aboriginal-identifying employees who have completed traineeships, transitioned into full-time roles, and built rewarding careers. Their stories highlight that LWU careers allow Aboriginal professionals to stay on country, care for country, and contribute to essential water services.

In sharing meaningful, first-hand experiences, the campaign aims to bridge employment gaps, raise awareness of LWU roles, and showcase the industry as a stable, fulfilling career path. It also supports LWUs in attracting and retaining Aboriginal workers and addressing workforce shortages while fostering diversity and inclusion.

Beyond individual success stories, the initiative reinforces the broader significance of Aboriginal participation in the water sector. With knowledge transfer and leadership development playing a crucial role in sustaining LWUs, ensuring cultural representation within the industry helps strengthen community ties and environmental stewardship. Future efforts will focus on mentorship programs, cultural capability training, and expanding career pathways. This initiative ensures Aboriginal employees have access to long-term sustainable opportunities within the water sector.

This project demonstrates the power of storytelling in making career opportunities more visible and accessible. Showcasing real-world examples encourages Aboriginal job seekers to explore meaningful careers in the water industry – careers that support community wellbeing, environmental protection, and long-term stability.



4.3 Focus area 3: Quality training and skills development

Vision

The industry thrives on a reservoir of knowledge from which high-quality, accessible training ensures a confident, capable, and future-ready workforce.



Goals

- Expand the number of trainers and RTOs delivering the National Water Package in NSW.
- Improve accessibility of training programs, especially for people in remote or rural areas.
- Equip supervisors with the skills to become effective mentors and share knowledge across the workforce.
- Establish industry-wide standardised training frameworks to ensure operators are competent, well-prepared, and aligned with national standards, while advocating for better funding to support training initiatives.

Challenges

The 2024 Workforce Composition Report and feedback from consultation in the Operator Competency Benchmark highlight significant issues in the water industry related to training and skills development.

- Funding and priorities for training are limited, making it difficult to expand programs and address workforce gaps.
- There aren't enough trainers or training options, leading to shortages in skilled professionals.
- Current training is inconsistent, leaving some workers unprepared for industry demands.
- Regional workers struggle to access quality training, limiting opportunities for career progression.

Actions

What's happening now

Competency benchmark – setting clear skills standards for water industry operators in NSW LWUs, ensuring consistent training and defined expectations for technical proficiency. Available on this page: [Skills, training and workforce development](#).

Advocacy for more appropriate funding – actively participating in industry discussions, providing data-driven insights, and helping inform policy and funding decisions to strengthen workforce development.

What's coming next

Support for a pilot program for supervisors to develop the skills to mentor and better help their teams.

Work with the NSW Water Directorate and industry to develop knowledge management systems to help engineers, scientists, and other professionals grow their careers.

Expand professional development opportunities, including short courses, seminars, and conferences to help workers keep their skills up to date.

Provide incentives to LWUs to encourage them to develop staff into trainers.

Create example job descriptions and training plans.

Develop practical training materials to make learning easier for everyone.

Develop RPL toolkit that assists recognition of previously attained skills.

Extra resources

[Water Research Australia](#) provides resources to members including Project#1139 Water operations technical competency benchmark.

Building skills and retaining talent – Queensland’s Water Industry Worker Program

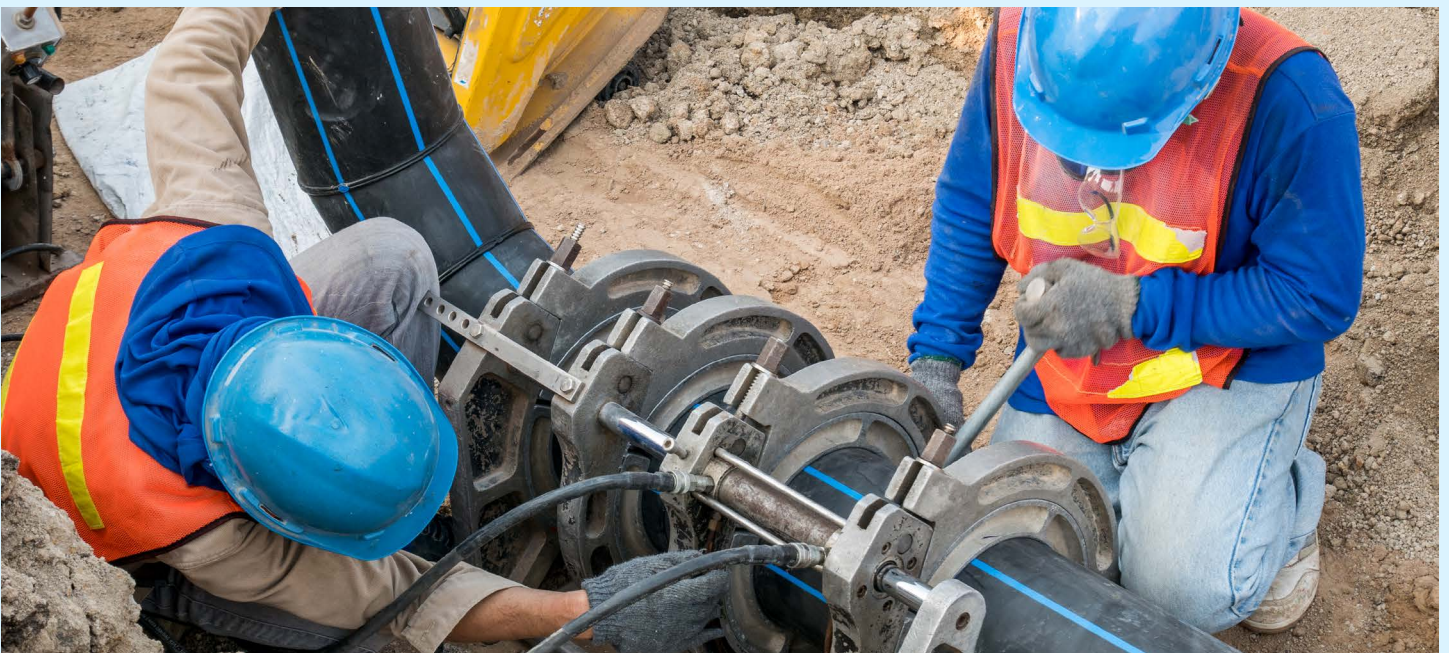
Launched in Southeast Queensland in 2009, the Water Industry Worker Program (WIWP) addresses workforce shortages, particularly in regional and remote communities. The program provides structured career progression, formal qualifications, and targeted skills development, to ensure local councils maintain the expertise needed to deliver reliable water and wastewater services.

WIWP operates as a tiered training system, offering Certificate II, III, and IV in Water Industry Operations, covering key areas such as civil construction, maintenance, and treatment processes. It includes recognition of prior learning (RPL), allowing experienced workers to validate their skills while expanding their technical knowledge.

Since its inception, WIWP has driven workforce improvements, including a 6% increase in trained water treatment plant operators and an 18% increase in trained wastewater treatment plant operators, strengthening service capacity across councils. Pooling training resources and aligning learning opportunities enables the initiative to reduce costs while ensuring consistent, high-quality education for water professionals.

The program has successfully adapted to regional needs, with Whitsunday Isaac Mackay Water Alliance and North Queensland QWRAP integrating WIWP into broader workforce planning initiatives, enhancing recruitment and retention efforts. Looking ahead, WIWP continues to evolve through ongoing investment in training resources, competency frameworks, and industry collaboration. It ensures Queensland’s water sector remains resilient, skilled, and prepared for future demands, including those driven by the 2032 Olympic Games.

References for this case study provided in [6: References](#).



4.4 Focus area 4: Strengthening partnerships and collaboration across industry

Vision

The water sector is a well-connected network where seamless collaboration and partnerships drive effective workforce planning and industry-wide growth.



Goals

- Foster a more unified and strategic approach to collaboration across the sector.
- Adopt benchmarking and shared industry insights to enhance workforce planning.
- Deepen regional partnerships to improve training, recruitment, and knowledge-sharing.

Challenges

Key challenges in strengthening partnerships and collaboration across the water sector include the following.

- Limited national coordination makes it difficult to align efforts across regions and organisations.
- Workforce planning lacks consistent benchmarking, leading to gaps in staffing and resourcing.
- Salary and remuneration inconsistencies create barriers to attracting and retaining skilled workers.
- Regional training and knowledge-sharing initiatives need stronger industry-wide support.

Actions

What's happening now

The **2024 Workforce composition survey snapshot** and **full report** available with the first statistics on the LWU workforce in NSW.

What's coming next

Create a workforce-benchmarking template – conduct resource benchmarking to determine the number of staff needed for strategic planning and integrated water cycle management (IWCM). Pilot with LWUs and share as a template for LWUs to apply.

Investigate a skills passport to streamline qualifications and workforce mobility.

Explore the opportunity to convert the Certificate III in Water Industry Operations into a trade qualification.

Expand benchmarking tools to improve workforce planning and industry standards.

Enhance collaborative initiatives with the NSW Water Directorate to support knowledge sharing and workforce development across regions.

Conduct workforce composition survey again in 2026 and 2028 and track trends for NSW LWUs.

Extra resources

Workforce trends in Queensland have been measured and reported by qldwater since 2010. See [Workforce Composition Snapshot Reports](#).

Benchmarking resources in LWUs – A pilot program with Cobar Shire Council and Snowy Valleys Council

LWUs must understand their “work” before determining the right workforce. The department partnered with Cobar Shire Council and Snowy Valleys Council on a workforce resourcing and benchmarking project. This project aimed to support each LWU gain an understanding of their current workforce, identify gaps and current and future needs, and recommend strategies.

Figure 4 – Resource benchmarking process



Partnering with an expert asset management and water workforce consultant, the councils ran workshops with operators and technical staff. This data informed workforce analysis that included:

- review of team capability and resource gaps
- review of planned vs unplanned maintenance activities
- review of contractor use vs in-house capability
- review of team structure, staffing, on-call, and overtime arrangements
- benchmarking of team size and staffing effort compared to other similar LWUs
- recommendations for quick wins and longer-term changes.

The project identified opportunities for both councils to increase planned maintenance, introduce team leader/coordinator roles to support consistent team management, focus on knowledge sharing and training of new staff, and realign management responsibilities. Ideally, reducing unplanned maintenance and incidents would offset additional costs and improve work-life balance for staff.

Both LWUs completed the project with clear and robust plans to take to senior management for discussion. The department will use this project to produce guidance on workforce analysis and benchmarking for all LWUs to use when considering workforce issues.

5 Conclusion: Securing a future-ready water workforce

The Local water utilities workforce development roadmap 2025 provides a strong platform for the next three years to help build a skilled, adaptable, and diverse workforce. Developed in close partnership with industry, the roadmap focuses on attracting new talent, supporting and retaining staff, improving access to training, and encouraging collaboration with the LWU sector. A suite of tools outlined in the appendix will support LWUs to take action and measure progress. Continued teamwork between government, LWUs, training providers, and communities will be key to bringing this roadmap to life and making sure our water services remain strong and sustainable into the future.



6 References

Case Study: Reforming gas training to build a trade-qualified workforce

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Queensland Training Information Service (QTIS). UEG30122 – Certificate III in Gas Supply Industry Operations. Retrieved from <https://qtis-acc.desbt.qld.gov.au/Qualification/Details?modelCode=UEG30122>

Case Study: Building skills and retaining talent – Queensland’s Water Industry Worker Program

Inside Water – Training and Retaining Queensland’s Water Operators – <https://insidewater.com.au/training-and-retaining-queenslands-water-operator/>

qldwater – Water Industry Worker Program Overview – https://qldwater.com.au/Skills_water_industry_worker

QWRAP Annual Report 2023-24 – Queensland Water Regional Alliance Program – <https://qwrap.au/wp-content/uploads/2025/03/QWRAP-Annual-Report-2023-24-FINAL-Web.pdf>

Simmonds & Bristow – Building Queensland’s Water Workforce: The Story of the Water Industry Worker Program – <https://www.simmondsbristow.com.au/building-queenslands-water-workforce-the-story-of-the-water-industry-worker-program/>

7 Appendix

7.1 Tools index

Australian Water Association National [Mentoring Program](#)

Benchmarking tool for LWU staff resourcing: [Skills, training and workforce development](#)

Careers in water and employee value proposition: [Explore Boundless Possibilities in the World of Water](#)

Local Government NSW: [Careers at Council](#)

Operator competency benchmark: [Skills, training and workforce development](#)

Promoting opportunities for Aboriginal People in LWUs: [Careers in the water industry](#)

Traineeship intake calendar: [Careers in the water industry](#)

Water careers resources: [Careers in the water industry](#)

Water industry traineeship guide – Handbook for LWUs: [Skills, training and workforce development](#)

Water industry showcase day [toolkit](#)

Water operator job guides: [Water Treatment Plant Operator](#) and [Water Treatment Plant Operator guide focusing on improving opportunities for Aboriginal People](#)

Water Research Australia [resources](#)

Workforce Composition Report: [Full report](#)

Workforce Composition Survey: [Survey questions](#)

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