



Position description

Title:	Head of People, Capability & Change
Position number:	New Position Number
Classification:	MSA
Portfolio:	People and Place
Branch:	People and Change
Reports to:	Executive General Manager - People & Place

Icon Water overview

Icon Water Limited (Icon Water) is the ACT's supplier of essential water and wastewater services and have proudly served our community for over 100 years – sourcing, treating and supplying water, and managing Canberra's wastewater network.

Icon Water is an unlisted public company that is wholly owned by the ACT Government. Icon Water has corporate reporting and compliance obligations under the Territory-owned Corporations Act 1990 and Corporations Law.

Position overview

The Head of People, Capability & Change is responsible for leading Icon Water's people, culture and organisational change functions to ensure the organisation has the capability, leadership, culture and workforce readiness required to deliver its strategic objectives. The role provides enterprise leadership across workforce strategy, organisational development, employee and industrial relations, organisational change, culture, people systems and workforce governance.

Reporting to the Executive General Manager People & Place, the Head of People, Capability & Change leads the development and implementation of integrated people, capability and change strategies that enhance organisational performance, employee experience and workforce capability. The role acts as a trusted advisor to the Executive and Board, providing strategic leadership and expert advice on workforce, culture, change and governance matters while fostering a high-performing, inclusive and values-led workplace.

The role is accountable for team leadership, workforce capability, performance management, resource planning and budget oversight, ensuring the branch has the capability, capacity and strategic focus required to support Icon Water's objectives.

Leadership Responsibilities

- **Motivating & Coaching:** Develops leaders and builds leadership capability across the function. Creates an environment where coaching, accountability and professional growth are embedded.
- **Influencing & Collaborating:** Builds strong strategic relationships across functions and with external stakeholders. Influences outcomes through persuasion, credibility and collaboration.
- **Effective Communication:** Communicates functional strategy, priorities and business objectives effectively. Creates alignment across multiple stakeholders and teams.
- **Strategic Thinking:** Translates organisational strategy into functional plans and priorities. Balances short-term performance with long-term objectives.

Version	Release date	Author	Details	Approved by:
V1	30/09/2026	Operating Model team		EGM People and Place

- **Decision Making:** Makes complex decisions that affect functional outcomes, resources and risk management. Communicates rationale and drives good governance.
- **Fostering a Healthy & Resilient Workforce:** Leads initiatives that strengthen workforce capability, engagement, wellbeing and psychological safety across the function.
- **Navigating Change:** Leads significant business change within the function. Builds commitment, addresses resistance and ensures successful implementation.
- **Performance, Behaviour and Values:** Demonstrates leadership behaviours that reinforce values, accountability and high performance.
- **Operational and Commercial Acumen:** Manages functional performance, budgets and resources to deliver business outcomes.

Key Responsibilities

- Lead the People, Change and Capability functions through providing strategic leadership and direction ensuring workforce, culture, capability and change priorities are aligned to organisational objectives, values and long-term business outcomes.
- Provides strategic leadership and trusted advice to the Executive, Board and senior leaders on workforce, culture, organisational development, industrial relations and change matters that impact organisational performance and sustainability.
- Provide strategic leadership and overall accountability for enterprise workforce planning and capability development, ensuring the organisation attracts, develops and retains the workforce capability required to meet current and future business needs.
- Drive a high-performing, inclusive and values-led culture through leadership development, employee engagement, talent management and employee experience initiatives that strengthen organisational performance and wellbeing.
- Provide strategic leadership and overall accountability for the organisation's change management function, ensuring effective frameworks, governance, tools and expertise are in place to support the successful implementation and adoption of strategic, operational and transformational initiatives.
- Provide strategic leadership and overall accountability for industrial and employee relations, including enterprise bargaining, workforce consultation and engagement with unions and employee representatives, to support productive workplace outcomes and organisational objectives.
- Provide strategic leadership and oversight of people services, governance and compliance frameworks, ensuring the effective delivery of payroll, remuneration, employment conditions, people policies, systems and practices that support organisational performance, compliance and employee experience.
- Build and lead a high-performing People, Capability and Change team, ensuring effective people operations, service delivery, data integrity and continuous improvement.
- Monitor, evaluate and report on workforce, culture and change outcomes, providing data-driven insights and recommendations to support informed decision-making and continuous organisational improvement
- Other duties within the employee's skill, competence and training.

Qualifications, knowledge and experience

- Tertiary qualifications in Human Resources, Organisational Development, Business, Psychology, Change Management or a related discipline.
- Extensive senior leadership experience leading people and culture, organisational development and/or enterprise change functions.
- Demonstrated experience developing and implementing organisation-wide people, workforce and culture strategies.

- Proven experience leading complex organisational change and transformation programs.
- Significant experience operating in a complex industrial relations environment, including enterprise bargaining and workforce consultation.
- Demonstrated ability to influence executive leaders and provide strategic advice to Boards and senior governance forums.
- Strong experience leading multi-disciplinary teams and building organisational capability.
- Extensive knowledge of contemporary HR, organisational development, workforce planning and change management practices.
- Demonstrated success delivering strategic outcomes through collaboration, stakeholder engagement and effective leadership.

Icon Water Employee Value Proposition

- ✓ *Delivering an essential service every day for our growing community.*
- ✓ *A work environment that enables our people to be at their best.*
- ✓ *Shape your career while shaping our water future.*

OUR VALUES



Community



Care



Courage



Connection