

Strategic Directions

Vision

Healthy environment, thriving community.

Mission

Through partnerships with our stakeholders, we will provide affordable services using our precious resources to ensure a productive and liveable region.



Context for the *Strategic Directions*

We operate within a dynamic region in an environment that is very much weather dependent.

The possible impact of greater climate variability in our region is significant. Weather patterns of the past two decades indicate that we are already experiencing this impact.



In 2010/11 we experienced three significant rainfall events that substantially improved the water resource holding of the region. In the subsequent five years, we returned to a dry cycle with below average rainfall and inflow; amongst the lowest on record. In 2016/17 we had a wetter season but in a historical sense, rainfall was only marginally above average before returning to a dry cycle. These weather patterns were consistent with the climate trends forecast under climate change and climate variability.

Investments in water efficiency have mitigated the impact of climate change and ensured we can continue to provide water and wastewater services. Our investments reinforce our commitment to regional growth and liveability which, in turn, supports our future success and viability. As a consequence of climate change, we anticipate an expansion of our water delivery networks as landowners who have typically relied on local catchment for water supply, become more vulnerable.

Since completing the conversion of the stock and domestic channel network to a rural pipeline system, we have made significant advances in the sale of growth water and facilitated the buyout and closure of the irrigation sector in the region. We have reliable water supplies in sufficient quantities to facilitate growth without compromising the water needs of the environment or existing water users.

We will continue our transformation to a sophisticated digital utility focused on achieving service excellence through the appropriate use of technology. This will be achieved through improved understanding of customer needs and strong partnerships with stakeholders and suppliers.

We seek to leverage the GWMWater brand and our favourability with our customer base to extend our service offer where it is consistent with the strategy and supported by our shareholder and stakeholders. This will be progressed in a way that enhances the prosperity of the region and improves the value of the service offer to the community.

Our location north of the Great Dividing Range, with significant open space, allows us to invest in clean, renewable energy. In time, we anticipate not only being self-sufficient, but expect to become a net generator of energy. By achieving our clean energy goals, we will explore our place in the energy marketplace.

Our commitment to innovation and continuous improvement ensures that we realise the full potential of our people, technology and infrastructure to maximise the value of services provided to the communities we serve. We have strengthened the capability of the organisation at senior levels to ensure that we:

- > Deliver the Clean Energy Strategy.
- > Strengthen our relationships with the agricultural sector.
- > Continue to advance the use of technology to improve our water and service efficiency and enhance customer experience.

We will balance environmental, financial and social obligations through smart, well-informed decisions and by continuing to demonstrate regional leadership.

Meeting the expectations of the shareholder will be at the core of the Strategic Directions. These expectations are reflected in the policy agenda of Water for Victoria and the higher order of these policies as reflected in Letter of Expectations from the Minister for Water.

Our future will be full of challenges and opportunities. We will be proactive and adaptive so that we continue to meet the needs of the communities we serve; responding to changes in our operating environment and undertaking initiatives that address any adverse impact we may have on the environment.



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Strategic Themes

Our strategic directions have six key themes which are linked together. These themes are integrated through our corporate and business planning so that all our actions contribute to achievement of our vision of

'Healthy environment, thriving community'.



Thriving Community

We will contribute to the prosperity and liveability of the communities we serve.

We do this by:

- > Providing safe drinking water.
- > Provide reliable and affordable services to our region.
- > Ensuring that the region's water resources are shared and secured for multiple uses, including agriculture.
- > Developing strong partnerships within our community.
- > Investing in and empowering our community to enhance regional growth and liveability.
- > Embed cultural heritage management in everything we do.





Delivering Value with our Customers

We will engage and partner with our customers and community to deliver value to our region.

We do this by:

- > Understand our current and future customer expectations and proactively work to meet those expectations.
- > Delivering services and products that are valued by our customers and community.
- > Providing transparent, accessible and timely information to our customers and community.

Maximising the Productivity of our Assets

We will optimise and diversify our assets, systems and infrastructure to meet the needs of our region.

We do this by:

- > Continuously optimising the utilisation, effectiveness and reliability of our infrastructure.
- > Making well-informed investments in new and existing infrastructure to meet the current and future needs of our community.
- > Investing in digital capability to drive greater customer and community value.
- > Maximising the value of our water holding.





Empowering our People

We will provide a supportive workplace environment to enable the potential of all our workforce.

We do this by:

- > Embracing diversity, inclusiveness and a flexible workplace culture.
- > Protecting our workforce through safe work practices and zero harm.
- > Developing and attracting talent to achieve the full potential of our staff.
- > Recognising and celebrating staff achievement.
- > Encouraging staff to be innovative, and providing training and technology to support an adaptive workplace.



Ensuring our Financial Stability

We will be a financially sustainable and progressive organisation.

We do this by:

- > Operating efficiently and improving our productivity.
- > Making smart investments in our people, assets and technology.
- > Assisting the region to gain the full value of their investments.
- > Establishing a shared understanding of the value of our services.

Working for our Environment

We will take a lead role in ensuring a sustainable environment for our region.

We do this by:

- > Reducing our carbon footprint.
- > Becoming a net generator of renewable energy.
- > Partnering with others to improve the region's environment and amenities.
- > Celebrating our environmental achievements and the benefits to the region.
- > Building resilience to adapt to a variable climate.
- > Compliance with all relevant environmental regulations.





11 McLachlan Street
(PO Box 481)
Horsham VIC 3402

Tel: 1300 659 961

Email: info@gmwwater.org.au

Website: gmwwater.org.au

