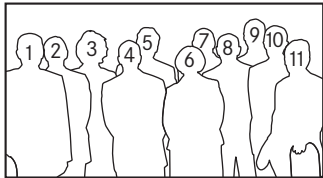


Organisational Capability



L-R
 1 Graeme Jolly 2 Denis Flett 3 Sue O'Connor 4 Mark Lawlor 5 Danny Hogan 6 Cathy Scott 7 Bruce Nicholls 8 Peter Quinn 9 David McKenzie 10 Michael Hall 11 Allen Gale

Structure

Board of Directors

Mark Lawlor
 Chairman,
 Catherine Scott
 Deputy Chairman,

Denis Flett,
 Mike Hall,
 David McKenzie,

Bruce Nicholls,
 Sue O'Connor

Peter Quinn
 Managing Director

Allen Gale
 General Manager
 Technical Services

Responsibilities

- Operations
- Project Planning and Development
- Asset/Project Delivery
- Environmental
- Technical Customer Services

Graeme Jolly
 General Manager
 Finance

Responsibilities

- Financial Management
- Accounting Services
- Accounts Payable
- Billing Services
- Treasury

Danny Hogan
 General Manager
 Corporate Services

Responsibilities

- Corporate Secretary
- Communications/PR
- Education
- Legal & Property
- Human Resources
- Information Systems

Executive Management Team

Peter A Quinn, Managing Director

Peter joined Goulburn Valley Water in 1996 and was appointed to the role of Managing Director in 2008. He has an Executive MBA, and in 2004 undertook a Churchill Fellowship project to examine how communities manage increasing demands for water from urban and rural communities and the environment. Peter is a member of the Australian Property Institute, the Australian Institute of Company Directors and a Fellow of the Institute of Water Administration.

Allen J Gale, General Manager - Technical Services

Allen joined Goulburn Valley Water in 1999 after more than 30 years working with national and international consulting engineering and science companies. He has a degree in civil engineering and a Master of Engineering Science Degree. Allen has experience throughout Australia, the Asia-Pacific and USA in all aspects of water and environmental engineering. He is a Fellow of Engineers Australia, a Life Member of the Australian Water Association and a member of the Water Environment Federation and Institute of Water Administration.

Danny Hogan, General Manager - Corporate Services

Danny joined Goulburn Valley Water in June 2008. He has a Bachelor of Business (Local Government), and is a Fellow of the Local Government Professionals. He has extensive experience in the local government industry, including eight years as Chief Executive Officer of Murrindindi Shire Council. Danny also has a background in the water industry. He was Secretary of the former Broadford Water Trust and Sewerage Authority and managed the former Alexandra/Thornton/ Eildon/Marysville Water Trusts & Sewerage Authorities.

Graeme D Jolly, General Manager - Financial Services

Graeme joined Goulburn Valley Water in October 1995. He has a Diploma of Business - Accountancy and is a member of the Institute of Chartered Accountants in Australia, and the Australian Institute of Company Directors. Graeme is Chair of the VicWater Finance Issues Steering Committee, and is an active member of various VicWater industry task groups including Price Determination and Asset Valuations. Graeme completed a 10 year term as a member of the Board of Management and Chairman of the Audit Committee of Goulburn Valley Health in June 2008.

Human Resources

Employee Statistics

Goulburn Valley Water directly employees approximately 188 people, the table below compares figures for 2008/2009 with 2007/2008.

	Employees as at 30 June 2009			Employees as at 30 June 2008		
	Females FTE	Male FTE	Total	Females FTE	Male FTE	Total
Executive Management	0	4	4	0	4	4
Managers	0	14	14	0	14	14
Administrative/Technical	38.2	53.7	92.0	34	48	82
Operations	3.4	69.8	73.2	2.4	66.9	69.3
Customer Service Centre	0	5	5	0	5	5
TOTAL			188.2			174.3

Did You Know?

The total years of experience at Goulburn Valley Water for all current employees (including Directors) is over 1,600 years.

Employee Opinion Survey 2008

Goulburn Valley Water undertook its second Employee Opinion Survey in 2008 with 84% of employees participating in the survey. This level of response ensured that the data was a true reflection of employee's thoughts, and actions that could arise from the survey were meaningful.

The top three findings of the survey included:

- Employees continued to believe Goulburn Valley Water manages the Work-Life Balance appropriately (77%)
- Health and Safety continued to receive a consistently high response, in particular the Corporation's commitment to ensuring a safe and healthy workplace.
- Overall satisfaction remained consistent with the 2006 Survey.

A number of key actions have been highlighted by the survey, and adopted into the HRS Self Assessment and performance measures for the 2009/2010 year.



Picture
L - R Allen Gale, Peter Quinn,
Danny Hogan, Graeme Jolly

New Branding for Recruitment



In late 2008 and in response to an increasing need to attract skilled staff to the Corporation in a tight labour market, a fresh approach was embraced for advertising vacant positions, allowing greater exposure within local papers and other national media.

Using Goulburn Valley Water's employees as the focal point in the advertisement, Goulburn Valley Water was able to design a fully functional advertisement showcasing talented employees, whilst outlining the job that was vacant.

Nominations were sought from all employees throughout the Corporation wishing to participate in the program. With an overwhelming response to the call for nominations, six employees were selected from various backgrounds within the Corporation. These employees reflected one of the

three streams of the business being Operations & Maintenance (including water and wastewater), Administration (Customer Service) and the Technical/Engineering Professionals.

The final six were then photographed and placed into the new layout. Goulburn Valley Water now has the flexibility of changing the employee to suit the job advertised.

Since publishing the new position vacant advertisements, there has been an increase in communications with potential candidates.

IT Support Officer

Applications close Friday 20th March, 2009

Position Description: - suitable applicants need not apply

We are currently seeking an enthusiastic individual who enjoys working with people of all levels to join us in the exciting and challenging role. The main objective of this role will be to provide the following IT support services:

- First and second level technical support including hardware, remote telephone and email support for internal users.
- Deploy and maintain desktop hardware and the desktop (OS).
- Assist with application maintenance, software updates and testing.
- Other administrative support to the Information Systems team. Essential Skills:

Applicants will ideally possess tertiary qualifications in Information Technology or sound IT industry experience, administrative and organisational skills, proficiency in Microsoft Windows and Office systems and sound communication skills in both verbal and written mediums.

To be considered for interview applicants must obtain a Position Description and address the selection criteria of their application.

Our values are:

- Honesty and Integrity • Staff Well Being and Life Balance • Flexibility and Professionalism
- Innovation • Health and Safety • Customer and Community

For further information, visit www.gvwater.vic.gov.au or call 03 58222499

Enterprise Agreement

During 2008, Goulburn Valley Water and employees negotiated a revised Enterprise Agreement (EA). An agreement in principle with employees, Unions and the Corporation was reached in October 2008 (approximately 2 months prior to the expiry of the 2005 Agreement), and was certified by the Australian Industrial Relations Commission on 2 April 2009. The negotiations were undertaken by Goulburn Valley Water's Enterprise Agreement Consultative Committee.

Industrial Relations

No time was lost due to industrial disputes during 2008/2009.

Equal Employment Opportunity & Diversity

Goulburn Valley Water is committed to the employment and conduct principles outlined by the State Services Authority in the *Public Administration Act 2004*.

Employers must ensure:

- Decisions are based on merit
- Employees are treated fairly and reasonably
- Equal employment opportunity is provided
- Reasonable avenues of redress against unfair or unreasonable treatment

Employees must:

- Act with impartiality
- Display integrity, including avoiding real or apparent conflict of interest
- Show accountability for actions
- Provide responsive service

During 2008/2009 Goulburn Valley Water appointed a number of existing employees into new positions within the Corporation. These employees applied for, and through a meritorious process, were successful with their applications into the new positions. Goulburn Valley Water is delighted that employees choose to continue their careers within the Corporation.

Goulburn Valley Water also continued to embrace diversity during 2008/2009, with a continuing number of new employees recently establishing Australia as their home.

Recruitment & Turnover

Goulburn Valley Water reduced turnover from 15% during the 2007/2008 period to 9.46% during 2008/2009. Many factors can be attributed to this reduction including, but not limited to:

- Increased benefits and salary provisions through the enterprise agreement.
- Continued focus on employee health and well-being initiatives.
- Lower recruitment market generally due to the global financial crisis



Picture
L-R Safety, Health and Wellbeing Coordinator Peter Kesson and OH&S Officer Belinda Dohnt undertaking an audit

Learning & Development:

Goulburn Valley Water continues to embrace and foster a continual culture of Learning and Development. Through this culture, Goulburn Valley Water will be an innovative, responsive and strategic organisation with the ability to meet all community and business requirements. This is achieved through:

- Developing a multi-skilled workforce with the ability to respond to all organisational needs;
- Ensuring Executive Management are supportive of the continual development of all employees; and
- Continually reviewing appropriate learning needs (through the Personal Appraisal and Development Program) and available learning programs to ensure an effective transference of relevant knowledge.

Learning and Development highlights for 2008/2009 included:

- Further awarding of Certificates 2 & 3 in Water Industry Operations
- Completion of the first Professional Development Program – giving business skills to a diverse range of employees;
- Training needs analysis via the annual Personal Appraisal & Development Program for identification of appropriate learning needs for all employees; and
- The provision of study assistance to employees undertaking relevant post-graduate studies.



Future Leaders

During 2008, the first Professional Development Program for aspiring leaders within the Corporation was held. This new program spanned 6 months, and included specific development areas such as; time management, project management, presentation skills, workplace communications, customer service and finance skills.

Caption

Front row L-R John Xu, Peter Quinn, Belinda Dohnt, Christina Hann, Geoff Campbell
Back Row L-R Greg Comer, Shane Lewis, Mark Jones, David Heritage, Chris Spokes, Stuart Harris, Gary Stanley

12 employees from across the entire workforce participated in the inaugural program. Part of the program involved the participants selecting and developing a project from the following four topics.

- Raising the profile of GVW within the region
- Organising a social/charity event
- Developing a study tour
- Redesigning the Fryers St front entrance into water-wise space

The program concluded with a presentation to the Executive Management Team and relevant Managers, on their selected project. The presentations were all very well planned and presented, and congratulations should go to all our participants for their efforts on the day and over the duration of the program.

Feedback from our participants has indicated it has been both a highly enjoyable, and more importantly, highly valuable way of increasing their skills and meeting new people throughout the business.

The 2008 graduates of the Professional Development Program were:

- John Xu – Assets and Project Delivery
- Jeff Campbell – Central Operations and Maintenance
- Dave Heritage – Central Operations and Maintenance
- Greg Comer – Operations, IT
- Ignatius Alampi – Technical Customer Services
- Belinda Dohnt – Planning and Project Development - Environmental
- Mark Jones – Accounting Services
- Shane Lewis – Human Resource Services
- Gary Stanley – OH&S
- Christina Hann – Customer Accounts and Services
- Stuart Harris – Recycling Coordinator
- Chris Spokes – Water Treatment Quality Officer

OH&S

During 2008/2009, the OH&S function within the Corporation was merged into the Human Resource Services team, effectively giving a holistic overview of all OH&S processes (including Return to Work and rehabilitation) within the one team.

This inclusion has also assisted in embedding a focus on Health and Well-Being throughout the Corporation, with the following Well-Being programs being continued during 2008/2009:

- Employee Assistance Programs (provided by CRS Australia);
- On-site Physiotherapy Services;
- Discounted gym memberships for employees;
- Health and Fitness programs;
- Baker Heart Institute site visit during their “Healthy Hearts” regional visits – providing free cardiac and health checks for employees; and
- WorkSafe Week 2008 including visits by dieticians, and Lauren Hewitt – Olympic Champion.

Goulburn Valley Water continued to demonstrate its strong commitment to health and safety across all business areas. However, six lost time injuries were maintained, which was above the target of three.

As per the OH&S Action Plan, the OH&S team has been able to:

- Undertake approximately 12 internal site audits per month;
- Undertake 87 health and safety inspections of major Goulburn Valley Water sites;
- Redesign the Contractor Induction process;
- Maintain accredited OH&S Management System to AS4801; and
- Re-establish OH&S as a key focus within the organisation.

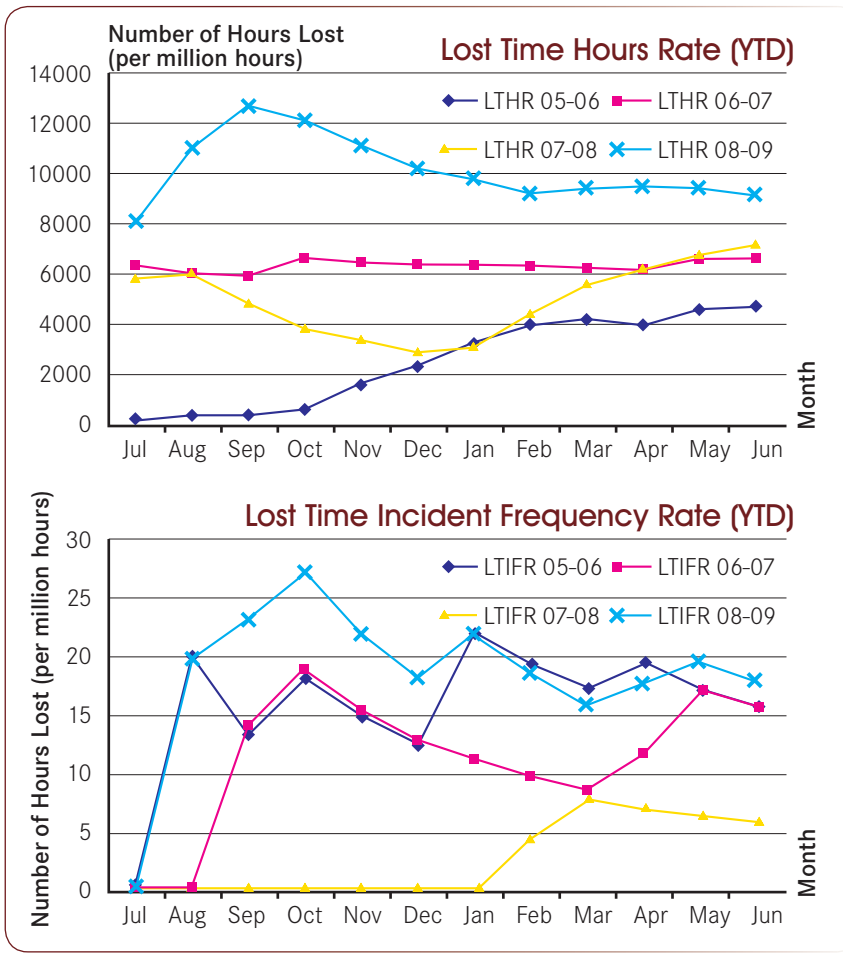
The Corporation’s health and safety committee comprises health and safety representatives from all work teams as well as management representatives. The committee meets every six weeks to discuss current issues, review recent incidents and near misses, and endorse new policy/ procedures with senior and middle level managers invited to participate in the proceedings.

Throughout 2008/2009 the health and safety committee undertook the first stages of the Sustainable Excellence program within Goulburn Valley Water.

Health and Safety Training

Health and safety training continues to be a major focus of the Corporation’s training activities. New and existing employees continually gain or update their skills and competencies within various OH&S fields including but not limited to:

- Asbestos Removal
- Chemical User
- Defensive Driver



- Fire Safety
- OH&S Reps Refresher
- OH&S Rep 5 day
- OH&S Construction Induction Training (Red Card)
- Traffic Control & Management
- Trenching & Shoring

The six year OH&S Refresher Training Program was also undertaken by employees. Implemented in October 2007 with the aim of running two refresher training sessions of OH&S training annually, during 2008/09 employees undertook the following programs:

- October 2008 - Spotters refresher program
- May 2009 – CPR, Manual Handling and Chemical Awareness Updates.

This refresher training program allows employees to maintain their competency within these fields, with minimum impact upon the operations of the business.

OH&S Statistics

During 2008/2009, the Corporation recorded six Lost Time Incidents, four more than 2007/2008, and three more than the Corporation’s target. Five employees returned to work within one week of the injury occurring, with one becoming a long term re-aggravation of a previously serious injury.

As evidenced, the Lost Time Hours rate remain significantly high as compared with the 2007/2008 rate due to two long term injuries where there is limited, or no capacity, for return to work due to the employee’s pre-injury duties.



Culture Change

During 2007, a complete review of the Safety Culture at Goulburn Valley Water was undertaken to assess the current workforce climate in regards to Health and Safety.

Caption
OH&S Committee

A report on the outcomes of this review was presented to and adopted by the Board, with key opportunities for improvements identified.

A key recommendation from the report included the improvement "Continued development of the Corporation's OH&S Committee".

As part of this improvement, during late 2008 and early 2009, the OHS Committee became one of the first "early adopters" of the Corporation's Sustainable Excellence Framework.

The Sustainable Excellence Framework was used in:

- Developing a Vision and Mission for the committee – thus help setting the committees internal direction;
- Identifying the key Suppliers, Inputs, Customers and Outputs of the committee;
- Identifying the key areas of responsibility (or processes) of the committee; and
- Setting clear and measureable performance measures that can assess the performance of the committee

The committee was fully supportive of the process measures established, and were fully engaged through their input into this vital area of the Committee's operations.

The performance targets established are now also being reported on at each committee meeting – helping develop the effectiveness, understanding and performance of the Committee for the benefit of the organisation.

IT and Knowledge Management

During the 2008/2009 financial year Goulburn Valley Water completed several upgrades to critical IT systems and introduced new technologies to deliver benefits to the Corporation.

In December 2008 the Corporation's email system was updated to provide enhanced functionality to staff, improve availability and provide a substantial increase in storage capacity.

All employees rely on Office Outlook and Exchange Server as key tools for communicating with each other, scheduling appointments and resources. The mobile workforce also rely on the high availability of the Exchange environment for messaging and scheduling. Updating to the latest Microsoft platform was complementary to the Corporation's Information Systems Strategic Plan key elements - Continuous Improvement, Access and Security.

This year Goulburn Valley Water has continued a program of virtualising its server infrastructure.

Server virtualisation enables the Corporation to make the best use of its server hardware investment by consolidating multiple servers 'roles' to run on a single physical machine. This technology helps optimise space and reduce power consumption, improves our recovery time objectives and helps minimise capital expenditure for new hardware.

To date the server virtualisation project has reduced power consumption alone by in excess of 30,000 kilowatt hours per annum.

Several years ago Goulburn Valley Water recognised the need for mobile field computing being a key enabler for increasing operational efficiency and improving customer service. Only since recent advances in 3G wireless technologies has it become economically deliverable.

Since late 2007 Goulburn Valley Water began trialling 3G Wireless Broadband technologies as a solution for its mobile workforce requirements. Following the successful trials, the Corporation has now deployed over 40 additional mobile devices into its fleet, primarily to water and wastewater treatment plant operators and operational field staff. The Next-G solution provides staff with access in the field to all information and applications that would otherwise have required returning to an office or operations centre.

Some direct quotes from operations staff on the "Field Computing Feedback Survey".

"...can easily save 1 to 3 hours a day in unnecessary travel time."

"Examples of their necessity have happened on numerous occasions - one being a night when all power at all sites [Central Water] was lost due to an electrical storm, I was able to log on to SCADA at Avoca and direct our on call person to which site needed attention most, this saved calling out other people and saved hours in call out time."

"...one of the best tools rolled out to operators."

The Knowledge Management team continued to improve the way the Corporation stores and manages its information and documents throughout the financial year.

The corporate intranet, SharePoint 2007, was introduced in early 2008 and has developed into a useful platform for collecting and sharing information across all teams. Many features of SharePoint have been utilised to improve collaboration across different teams

Did You Know?

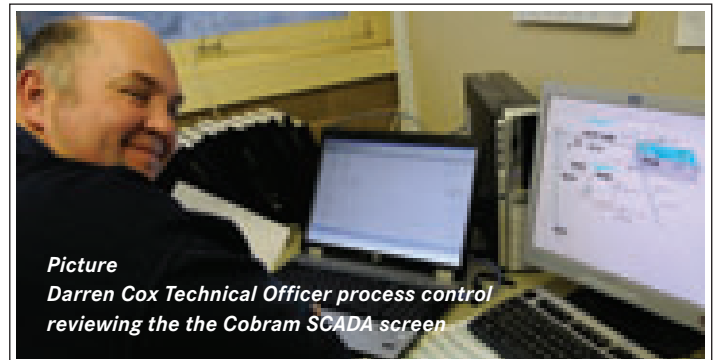
Goulburn Valley Water has over 400 SCADA telemetry sites that allow 24/7 monitoring of assets covering an area of over 20000 square kilometres from a central location

and within teams. Having a central, easily accessible and user-friendly platform has helped consolidate many files and information into one location.

Solutions have been created to help manage tasks better and also provide workflows to improve processes and efficiency. These include the IT Service Desk, Environmental and Occupational Health and Safety Audits and Meter Maintenance lists.

A site for the Board has been created which allows board directors to remotely access documents and information about upcoming meetings, including agenda and minutes. In turn this has dramatically reduced the amount of printed documentation being distributed.

During the recent Bushfires a site was created to manage information, announcements and tasks to be carried out during the emergency and recovery phases.



Picture
Darren Cox Technical Officer process control
reviewing the the Cobram SCADA screen

Many other libraries and sites have been created, such as publications, drawings, corporate directory and Managing Director announcements ('MD Unplugged') which have all helped to promote and increase the use of the Intranet.

The overall usage and awareness of the Electronic Document Records Management System (EDRMS), Trim, has increased greatly over the past few years. All employees needing the skills are trained in using Trim for managing records and educated on their responsibilities to the Corporation.

Document Assembly for Trim was introduced about two years ago and has improved the way documents are created and registered. Over 250 standard letters are in use which has streamlined the registering of outwards correspondence and reduced paper usage and duplication of work. Customers benefit by receiving standard, consistent letters.

The introduction of action tracking in Trim has meant that employees receive their correspondence electronically and can also 'action' the correspondence. This involves forwarding to another employee, replying to the correspondence, or noting the correspondence before closing the action. The Corporation has now commenced measuring its response times to correspondence which can then be reported back to managers.

A Knowledge Management survey was conducted in early 2009 to re-evaluate the current position of Knowledge Management and its key functions. Results of the survey helped identify the areas which employees considered important which will be used to update the Knowledge Management Strategy.