

# Overview



## Vision – Our Shared Aspiration

To be a leader in sustainable water management, delivering quality customer services.

## Mission – Our Core Purpose

To deliver sustainable water services in a safe, efficient and effective manner.

▲  
4  
▼

## What We Value

### Honesty and Integrity

Goulburn Valley Water will operate with honesty and integrity in all that we do and be respectful of the views of others.

### Staff Well-Being and Life-Balance

We value our staff, acknowledge the importance of life balance and will assist staff to manage work, personal and family commitments.

### Teamwork and Professionalism

We will strive to achieve excellence in all areas of our business through teamwork, professionalism and a culture of continuous improvement.

### Innovation

We will utilise innovation to create best value for stakeholders.

### Health and Safety

The health and safety of our people and the community is a total commitment.

### Optimism and Enthusiasm

We will be positive and approach our respective roles with enthusiasm and commitment and celebrate our successes.

## Our Profile

On March 1, 1994, Goulburn Valley Region Water Authority was constituted by Ministerial Order, under powers conferred by Division 2 of Part 6 of the *Water Act 1989* and all other available powers. The *Water Act 1989* was amended by the *Water (Governance) Act 2006* on 1 July 2007 to provide for improved governance arrangements for water corporations which are critical to the performance of the corporations and to achieve the government's objectives for sustainably managing water resources and delivering water services in the long-term interests of the community.

Goulburn Valley Water is a State-owned Government Business Enterprise (GBE). The Corporation operates under the *Water Act 1989*, the *Water Industry Act 1994* and the *Water (Governance) Act 2006*. The Hon. John Thwaites, Minister for Water, Environment and Climate Change was the responsible Minister from 1 July until 2 August 2007. From 3 August 2007 the Hon. Tim Holding, Minister for Water was the responsible Minister.

Goulburn Valley Water is governed by a Board of Directors consisting of seven non-executive members appointed by the Minister for Water and one executive member.

The Board sets policy and direction and is supported by the executive management group.

## Our Services

Goulburn Valley Water provides urban water and wastewater services in accordance with the powers, functions and duties under the provisions of Part 8 – Water Supply and Part 9 – Sewerage, of the *Water Act 1989*. The Corporation services a population of over 122,000 in 54 towns and cities from the outskirts of Melbourne in the south to the Murray River in the north. Bulk water supply is principally from the Goulburn/Broken, Murray, Stevenson, Rubicon and Delatite River systems and a number of smaller local streams such as Sunday Creek and Seven Creeks.

### Snapshot of Goulburn Valley Water as at 30 June 2008

Annual Revenue 2007/2008	\$49,065,000
Asset base	\$520,710,000
Number of Employees (FTE) at 30 June 2008	174
Residential properties	49,081
Non-Residential properties	6,589
Water Treatment Plants	39
Wastewater Management Facilities	26
Pressure and gravity sewers	1,170 km
Water mains	1,694 km
Pumping Station	313
Tanks and Reservoirs	110

## Regulatory Requirements

In delivering its services, Goulburn Valley Water must meet a wide range of regulatory obligations in addition to the key role of customer service and meeting the reasonable expectations of our customers. From a regulatory perspective, the key drivers that influence the services and level of service include:

- *Water Act 1989*;
- *Water Industry Act 1994*;
- *Water (Governance) Act 2006*;
- The Victorian Government White Paper “Securing our Water Future Together”;
- The Water Industry Regulatory Order;
- The Statement of Obligations 2007;
- The Customer Code and key performance indicators;
- The *Environment Protection Act 1970*, associated regulations, policies and licence;
- “Principles to Establish EPA Environmental Obligations for Water Businesses for the 2008 – 2013 Pricing Determination, November 2006”;
- The *Health Act 1958*, *Safe Drinking Water Act 2003*, *Food Act 1984* and *Fluoride Act 1973*;
- “Regulatory Obligations Administered by DHS for the Purpose of Preparing Water Plans for the regulatory period Commencing 1 July 2008”;
- Bulk entitlements orders;
- *Occupational Health and Safety Act 1985* and associated legislation, regulations and codes.



## Our Sustainable Direction

During 2006/2007 Goulburn Valley Water developed a Sustainability Improvement Plan and its purpose is to clearly state the sustainability goals and commitments that will drive business decisions, and to anchor them with concrete actions for the Corporation to achieve its aims. A detailed action plan was developed during 2006/2007 and the commitments and actions have been fully integrated into the business objectives outlined in Goulburn Valley Water’s Water Plan and Corporate Plan.

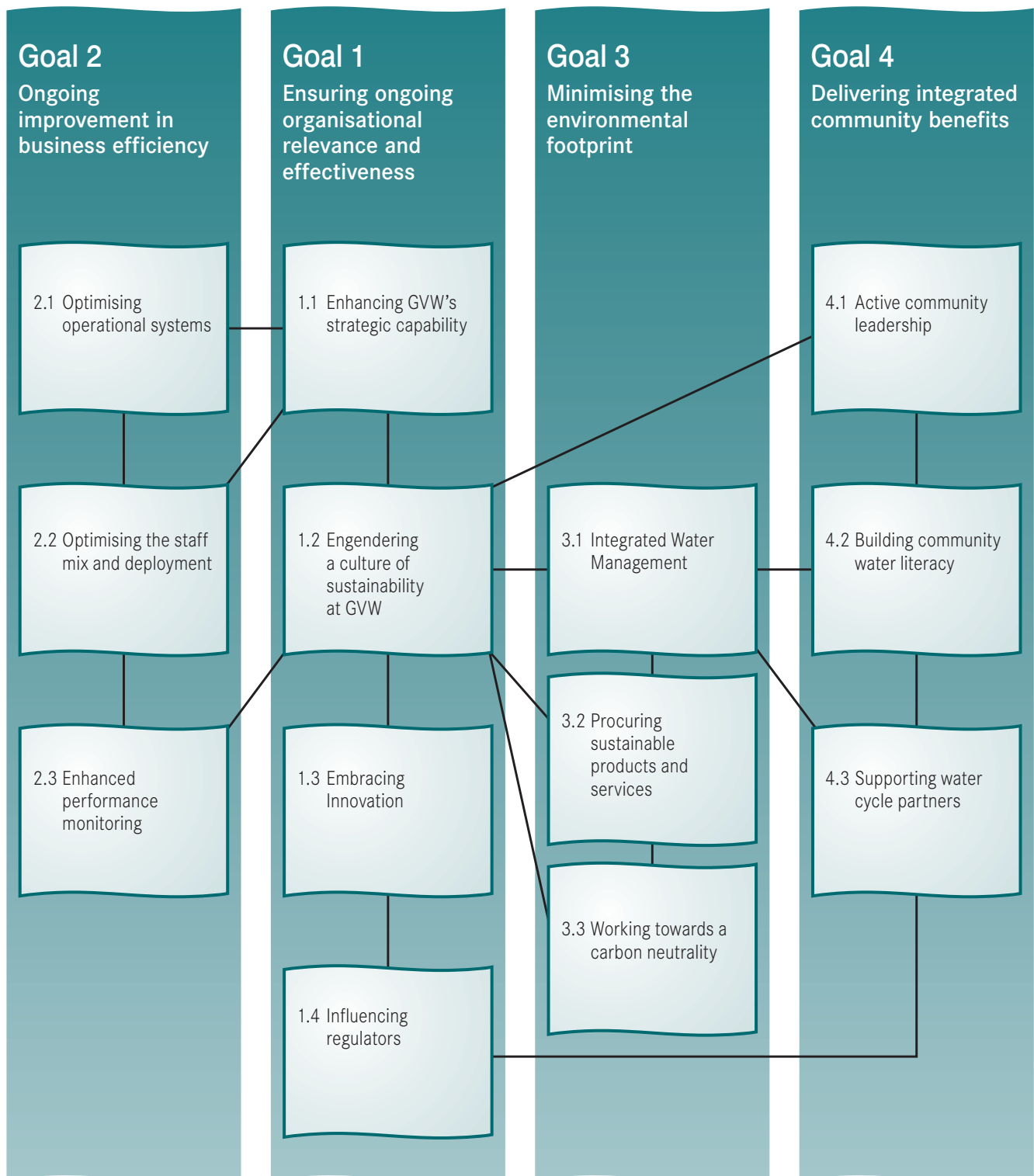
Goulburn Valley Water’s Sustainability Improvement Plan presents a total community commitment to sustainability. With its externally-focused objective of fostering and shaping regional development and resources management, it presents a refreshingly innovative approach compared with more common inwardly-focused sustainability objectives.

Put simply, it is Goulburn Valley Water’s view that the organisation cannot be a sustainable business if the region in which it operates is not sustainable.

This innovative approach has led to significant outcomes since completion of the Sustainability Improvement Plan in November 2006, including:

- The world’s first Environmental Corporate Licence with EPA Victoria. EPA chose Goulburn Valley Water because of the Corporation’s demonstrated commitment to sustainability.
- A partnership approach between the Corporation, major customers and EPA Victoria to develop and implement cleaner production practices, resulting in reductions of 25% salt and 50% organic discharges to sewer.
- Green power generated in partnership with Diamond Energy using biogas produced at the Tatura Wastewater Management Facility.
- Reducing greenhouse gas emissions by 62% since 2001/2002.
- Reducing residential water use by 17% since 2001/2002.
- Membership of the “Grow Me the Money” sustainability accord.

The following diagram outlines the four goals and 13 commitments in the Corporation’s Sustainability Improvement Plan.



## Our Corporate Plan


The development of the 2007/2008 Corporate Plan was a two step process. The first step involved a working group of employees from across each segment of the Corporation. This group reviewed the previous Corporate Plan and put forward suggestions for revised and additional objectives to reflect the commitments in the Sustainability Improvement Plan. The second step involved a two day workshop with the Board of Directors and executive management team. This workshop developed the strategic direction and business objectives of the Corporation for the following 12 months and a rolling five year period.










Goulburn Valley Water's business objectives for 2007/2008 were categorised into five areas:

1. water and the environment;
2. customers and the community;
3. assets and infrastructure;
4. organisation capability; and
5. business performance and compliance.








The goals, activities and status for each category are summarised in the following tables. Some areas are covered in more detail throughout the report.

## Water &amp; the Environment

Objective	Initiative/Target	2007/2008 Performance	
Integrate planning and implementation of regional development with water cycle management to achieve effective stewardship of water whilst also fulfilling essential environmental water requirements	Incorporate the principles of the Sustainability Improvement Plan in developing the Water Supply Demand Strategy	GVW2055 completed in May 2007.	
	Actively participate in the development of the Northern Region Sustainable Water Strategy (NRSWS) taking account of the Water Supply Demand Strategy and ensuring it supports integrated water cycle management	Managing Director on the State Government appointed NRSWS Consultative Committee. Manager-Operations appointed to working group examining allocation options and associated matters.	
	Articulate the business case to vigorously defend GVW's current Bulk Water Entitlement (BWE)	Internal workshop held 22 January 2008 to scope the response. Business case will now be developed in the context of the NRSWS.	
	Manage GVW's water resources within BWE parameters and judiciously trade any surplus entitlement into the temporary water market on an annual basis	BE seasonal allocation levels monitored until resource position was adequate to reduce water restrictions to Stage 1 without risk to 2008/2009 resources. Significant single trade to Coliban Water and trading steadily into irrigation market through the season. Internal transfers of Goulburn BE into Murray system enabled Corporation to apply uniform water restriction levels in both systems.	
	Work with large non-residential customers to implement water conservation programs and water management plans	All waterMap objectives completed by 30 June 2008	
	Review Drought Management Plans to address changing levels of risk and streamflow viability (ie water markets)	Budget for this action has been included in the Water Plan for 2008/2009, having regard to the continuing drought and Statement of Obligations requirement to undertake a review following the lifting of water restrictions.	
	Establish targets for the per connection reduction in water use	Targets in the Water Conservation Strategy were adopted by the Board at the October 2007 meeting.	
Deliver quality drinking water which complies with Australian Drinking Water Guidelines and DHS requirements	Achieve 100% compliance with SDWA 2003, Regulations and undertakings	Water quality compliance is generally very good, with only minor non-conformances having been recorded. Still achieving 100% compliance.	
	Work proactively with catchment partners to target investment to protect and improve the quality and availability of raw water	Officers continue to work on a number of fronts contributing to this target. As an example a septic tank risk assessment for properties abutting Lake Eildon co-funded by GVW and G-MW is at draft stage. More recently, officers have commenced working with GB-CMA, G-MW and Melbourne Water to consider catchment management, with a particular focus on water quality risk.	
	Continue the three year program to review the treatment plants at the five highest priority water treatment plants, with the objective to optimise performance and water quality results (commenced in 2006/2007)	There has been significant work completed on understanding and improving treatment performance at Shepparton and Numurkah. The focus is now shifting to other water treatment plants. The employment of a water treatment specialist has assisted in providing a more timely response to treatment issues and in up skilling operators.	

Objective	Initiative/Target	2007/2008 Performance	
Manage wastewater in a sustainable manner and maximise reuse of reclaimed water and biosolids throughout the Goulburn Valley region	Continue to foster cleaner production principles with industry	The Corporation's cleaner production program is continuing. In 2007/2008 water and salt audits have been completed for Nestle (Broadford), Pental Soaps, Riverland Oil Seeds, Unilever, and a project with Murray-Goulburn Cooperative at Cobram is nearly complete. Discussions are to occur with the EPA about priorities for next year. A review of salt and water discharges post audits will also occur in 2008/2009.	
	Minimise impacts of waste products with the aim of converting to resources wherever practicable	Reuse of recycled water in a sustainable manner continues to be aided by the dry conditions. Biosolids reuse programs are focusing on capping for landfill sites, with good support from local municipalities. Selling biogas at Tatura and plans are being established for Shepparton.	
	Continue the three year program to review treatment processes at the five highest priority wastewater management facilities, with the objective to optimise performance and environmental outcomes (commenced in 2006/2007)	This project is being delayed due to the inability to recruit a suitable process engineer. However, treatment operators are improving plant performance at most sites. This has been demonstrated by reduced odours at Mooroopna.	
	Work with major industries to implement waste minimisation plans aiming to reduce salt discharges by 25% by July 2008	This target has been exceeded (37% reduction at 30 June 2008).	
	Achieve 100% compliance with EPA licences and conditions	Target has been met in 2007/2008. GVW has consolidated 26 individual licenses into one Corporate Licence with the signing in November 2007.	
	Work with VicWater and the water industry to define recycled water returned to streams for environmental purposes as beneficial reuse	Achieved. The Victorian water industry position paper has been adopted by the industry and has been discussed with all relevant regulators. EPA is holding an industry workshop in August to further resolve their position and the NRSWS acknowledges return to stream as beneficial use.	
	Implement a community engagement strategy for biosolids reuse and continue to optimise reuse opportunities	Community engagement in respect to biosolids reuse was successfully undertaken at Cobram and Numurkah.	
	Investigate opportunities to use recycled water as a substitute for potable water.	This action is complete. A pilot study to evaluate the opportunities for a third pipe Class A scheme at Mansfield has been completed.	
To reduce GVW's greenhouse gas emissions with a long term goal of carbon neutrality	Identify appropriate and cost-effective mechanisms to pursue carbon neutrality (in the context of current pricing policies) - (2008/2009)	This action is complete. A review of carbon offset mechanisms was conducted as part of the preparation of the Greenhouse Action Plan.	
	Continually review carbon credits and other means of achieving returns from carbon emission reductions. (2008/2009)	This action is not due to commence until 2008/2009.	

## Customers and the Community

Objective	Initiative/Target	2007/2008 Performance	
To develop customer and community understanding of water management issues and challenges, so that they can participate effectively in water management and service delivery activities	Further develop the water education program to broaden community engagement and awareness of water management (2008/2009)	Significant media activity and community consultation in regard to the development of the water plan was undertaken during 2007/2008. TV promotion was undertaken focusing on water conservation, recycling and water restrictions.	
	Effectively handle community engagement processes associated with major projects and operational issues that impact upon local communities	Achieved. Asset Project Delivery group develops and implements community engagement plans for all projects, with the scope reflecting the size and potential controversy of the projects. Operational community engagement relates primarily to advising the community of operational activities that may impact on them and explaining unplanned incidents after the event.	
To inform customers and the community of the benefits of capital investment, and operational initiatives designed to improve the reliability and quality of water supplies and to ensure sustainable reclaimed water management	Inform customers and the community of the benefits of capital investment, and operational initiatives designed to improve the reliability and quality of water supplies and to ensure sustainable reclaimed water management	Achieved through the Corporate Newsletter to customers published quarterly. Media releases on specific projects.	
	Maintain two-way communication and feedback from customers through established local community forums and Water Plan Consultative Committee	The establishment of a Corporate Community Reference Committee was approved by the Board in February 2008. Nominations for the committee will be submitted to the Board for approval at the August 2008 Board meeting.	
	Each year conduct a Customer Satisfaction Survey and review the results to identify opportunities for improvement to services and/or communications.	Market research for the 2008 survey was undertaken in June by Marketsearch.	
To use GVW's status and influence within the region to offer leadership in fostering regional development, vitality and sustainability	Initiate a Regional Futures Forum to engender collaborative action by regional stakeholders to envision and shape a prosperous regional future (2008/2009)	Foodbowl forum held in Shepparton (September 2007) met this target. Senior management has been involved in the development of the Foodbowl Forum website and continues to work with community leaders in revamping and expanding the website to address the future directions for the region under the Foodbowl Modernisation banner.	
To forge a shared vision of the water futures in the region, fostering alignment of management and business objectives to achieve sustainable water management	Develop a plan to motivate, inform and achieve integrated water cycle management through both the individual and collaborative efforts with regional partners (2008/2009)	GVW continues to work closely with regional partners, including regular meeting with technical staff from G-MW to coordinate matters of common interests. Meeting with GB-CMA, G-MW and Melbourne Water to discuss risks with water supply from Eildon reservoir and regular coordination meetings with technical staff from COGS.	
	Continue to maintain positive relationships with key stakeholders and ensure appropriate communications mechanisms are in place	Working relationship with key regulators and agencies continues to be very positive e.g. EPA – first Corporate Licence; DSE/DTF – Corporate and financial planning, approval Goulburn-Broadford interconnector; ESC – Water Plans and regulatory audits; DHS – drinking water quality initiatives and regulated systems. Partnerships with industry in areas of water conservation and cleaner production, Water Map etc. demonstrate strong co-operation and support of GVW.	






## Assets and Infrastructure

Objective	Initiative/Target	2007/2008 Performance	
Efficiently plan and manage the Corporation's infrastructure and assets to enhance our long-term capacity to deliver high quality services to our customers	Continue to refine and trend performance measures and reporting systems for compliance against the asset management system	The Asset Management Improvement Plan (AMIP) contains a number of initiatives to specifically improve asset performance data and reporting. The Corporation has recently participated in its second WSAA International Asset Benchmarking project.	💧
	Review the 20 year forward look infrastructure investment program using whole of life principles to reflect regional priorities whilst ensuring the Capex Program is deliverable within our financial constraints	The 20 year capital works program has been reviewed & updated as part of the 2008/2009 Corporate Plan and adopted at the March 2008 Board Meeting.	💧
	Monitor progress against the infrastructure investment program monthly	Progress against the adopted program reported to the Board on a monthly basis.	💧
	Undertake Operations Review by June 2008	Resources for the Operations Strategy were redirected to the higher priority Water Plan project. The revised program is to complete the Strategy by April 2009. Work commenced with a workshop of key operational and line management staff in May 2008 to review past performance and identify opportunities for improvement.	💧
Maintain and develop the Corporation's assets to minimise risk to the community, the environment and the Corporation	Continue development of risk based contingency plans to enhance the Corporation's corporate emergency management plan	Risk based contingency planning continues to be the basis for all of the Corporation's emergency management plans and is being incorporated in all such plans as they are either developed or updated.	💧
	Undertake a minimum of one live simulation based event per year	A joint exercise based on a chlorine leak at the Cobram water treatment plant was conducted in conjunction with the Moira Shire Municipal Emergency Management Planning Committee on 25 October 2007.	💧
	Utilising independent consultants, continue to monitor and report annually on the safety and performance of GVW's dam portfolio	Annual inspections were completed in July 2008 and reports to the DSE will be completed by September 2008. Future dam studies and works are currently being assessed.	💧
	Implement recommendations of SCADA Review	The main recommendation of the Review is a pilot of new SCADA technologies that will enable consolidation of the separate systems now in use and provide the capacity and security needed to support future development. A pilot to trial new SCADA infrastructure is in progress and expected to conclude in September 2008.	💧






Broken River at Numurkah

Objective	Initiative/Target	2007/2008 Performance	
Influencing regulatory environment through water industry and regional associations to invest in and promote ongoing regional development and wise use of the region's natural resources.	Advance the outcomes of the Regional Futures Forum by the involvement of the Board and management with regulators	General Manager Technical Services continues to meet with Foodbowl Unlimited representatives to implement the outcomes/conclusions from the Forum.	
	Actively pursue opportunities with regulators to use regulatory policies and instruments to achieve sustainable outcomes	Achieved, and will continue to pursue. Chair of Victorian Biosolids Task Group, Biosolids research project - future sampling guidelines. World's first Corporate Environmental Licence with EPA Chair of Victorian Water Industry Position Paper for Return to Stream as Beneficial Use Greenhouse Challenge Plus (AGO)	
	Continue to liaise with industry, local government and other agencies to identify commercial opportunities to expand water and sewerage infrastructure to facilitate regional economic growth.	Achieved, and will continue to pursue. Strathbogie Shire Agribusiness Park development City of Greater Shepparton Freight Logistics Centre/ Mooroopna; Chinaman Bridge Caravan Park development; Regional Development Victoria funding for TMI wastewater infrastructure upgrade. Evaluating further beneficial uses for recycled water.	
To commit to an integrated, holistic approach to sustainability by using purchasing power to 'green the supply chain'	Modify current purchasing arrangements throughout GVV's supply chain to strengthen demand for sustainable resource and material inputs	In accordance with the Sustainability Improvement Plan this initiative is due to commence in 2008/2009.	
	Review and adjust project briefs and specification templates to require consultants and contractors to deliver services in line with GVV's sustainability policy and principles	In accordance with the Sustainability Improvement Plan this initiative is due to commence in 2008/2009.	

## Organisational Capability

Objective	Initiative/Target	2007/2008 Performance	
To enhance or access the capability to undertake strategic thinking and to translate that into strategic forward planning, so that the organisation is well placed to lead thinking in strategic initiatives with business partners	Further develop our framework and approach to incorporate the Sustainability Improvement Plan into the Corporate Plan	This initiative has been completed and the plan is being implemented.	
	Establish responsibilities and procedures to keep abreast of emerging environmental, social, market, political and technological trends, including regulatory reporting mechanisms	Relevant personnel attended conferences and industry forums to keep abreast of and contribute to emerging issues.	
	Ensure that the organisation is responsive and adaptive to changing trends	The Technical Services realignment has been implemented and several new positions have been identified in the water plan to improve our response to future challenges.  Billing, financial and HR systems continue to evolve, streamlining business efficiency right across the organisation.	
To review and modify the organisational structure and recruitment practices to ensure that GVW accesses the skilled resources to meet the emerging business needs	Implement, further develop and regularly update the Corporation's strategy for accessing and retaining human resources (e.g. recruitment, scholarships partnering, alliances, employee learning and development)	Continual review of recruitment strategies and practices undertaken during 2007 including involvement with WSAA Skills Shortages Project and WICD Employer Branding Project.	
	Regularly review the organisational structure to ensure it supports the effective deployment of staff and resources	Technical Services review implemented including consolidating technical services customer interaction into one team. Significant additional personnel resources approved for 2008-2013 Water Plan.	
	Review the performance monitoring and evaluation systems against operating policies to ensure information is available to support continual business improvement	Review of data management completed April 2008.	
	Submit an annual plan to the Board which addresses the organisational structure, resourcing, capability and succession.	A Succession Planning Matrix was adopted by Board in August 2007, and assisted in the selection process for new Managing Director.	
To achieve a high level of awareness and commitment amongst GVW staff to fostering sustainability through their operational roles, decisions and interaction with regulators, development partners and customers	Review existing policies and modify to ensure alignment with the Sustainability Policy and principles	Revised policies were adopted at the March and April 2008 Board Meetings.	
	Assess all projects and operations against TBL criteria	Achieved - GVW's Sustainability Assessment Tool (SAT) is being presented to the August 2008 Board meeting and has been applied for recent project evaluations.	
	Develop and implement a staff awareness and cultural change program demonstrating the corporate commitment to sustainability and their role in its implementation	Developed and implemented, but further initiatives will be introduced. Several initiatives underway: <ul style="list-style-type: none"> <li>• OHS Culture Change Project;</li> <li>• Signed up to Greenhouse Challenge Plus program managed by the Australian Greenhouse Office;</li> <li>• Fryers Street office now carbon neutral; and</li> <li>• Paper and power usage monitored and reported in Down the Pipeline staff newsletter.</li> </ul>	
	Actively pursue sustainability and other awards to highlight the commitment and achievements of GVW with its partners	A submission for the Premiers Sustainability Awards 2008 lodged. However, the submission was not successful. Ampla implementation of SCADA finalist in the 2008 PACE Zenith awards.	
Embracing innovation - actively seeking ways of improving the effectiveness and efficiency of business and operation systems by incorporating innovative approaches and technologies	Annually workshop business opportunities arising from focus on sustainable business practices, adapting to change and scanning of emerging trends and technologies	Emerging trends and technologies are closely monitored and assessed via attendance at and presentation at industry workshops, conferences and working groups.	
	Encourage interaction and communication across workgroups through a range of cross-functional structures and forums	<ul style="list-style-type: none"> <li>• Data management strategy group - WIP.</li> <li>• OH&amp;S culture group work complete.</li> <li>• Paperwork Optimisation Group.</li> <li>• Indoor/outdoor co-ordination committee.</li> <li>• Fortnightly internal newsletter.</li> </ul>	

## Business Performance and Compliance

Objective	Initiative/Target	2007/2008 Performance	
Maintain a safe and healthy work environment for staff, contractors, customers and visitors	Establish a 'no incident' work safety culture	Safety Culture working group report completed October 2007. Health & Safety Committee developed implementation plan March 2008. Recommendations being implemented throughout 2008/2009.	
	Develop and implement an Employee Assistance Program and Health and Well being program as described in clause 4.1.3 of the Human Resources Strategy	Completed and launched October 2007.	
Maintain a commitment to sound strategic and business planning	Continue to apply a risk-based approach to planning, budgeting and decision-making processes	Ongoing.	
	Conduct an annual strategic planning workshop and align the Board Calendar with strategic and business planning cycles	Workshop held November 2007 at which the Board and senior executives identified key business priorities and strategic objectives.	
Regularly review and enhance operations and business systems to achieve improvements in efficiency and short and long-run cost effectiveness of service delivery	Optimise investment by reflecting regional growth scenarios and sustainability principles in the 20 year cap-ex plan	This action is complete, with the GVW TBL assessment tool being applied to the 20 year infrastructure plan adopted by the Board.	
	Streamline business systems to support more efficient business practices	OMS, EMS & OHS documentation integrated into a single system in October 2007.	
	Review and optimise the operational efficiency of current delivery and treatment systems	Rescheduled due to Water Plan commitments. Work has commenced on the review, with a workshop of key operational and management staff held in May 2008.	
	Continue to work towards an Integrated Management System (IMS) (target 2008/2009)	GVW currently has the fundamentals of an Integrated Management System (IMS). This has been confirmed via audit of several of the Corporation's key management systems. The challenge now is to build these fundamentals into all of the other management systems as they are developed and reviewed.	
Enhance GVW's current monitoring and measuring systems to assist ongoing improvement in business performance and the delivery of sustainability outcomes consistent with GVW's operating policies	Assess and determine the most appropriate sustainability measuring, decision support and reporting tools for GVW	The Sustainability Assessment Tool is complete and is to be presented to the August 2008 Board meeting for noting.	
Maintain performance management and reporting procedures that ensure management's accountability to the Board and the accountability of the Corporation to regulators	Report progress against targets and initiatives set out in the Corporate Goals on a six monthly basis.	Achieved. Reported to August and March Board meetings.	
	Report progress against Corporate Risk Action Plan on a six monthly basis	Achieved. Progress/status reported to April Board meeting.	