



# Overview

## Vision - shared aspiration

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

## Mission - core purpose

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

### Picture (Top)

Building the new control room in the shipping container at the Kilmore water treatment plant

### Picture (Inset)

Minister for Water the Hon. Tim Holding officially opening the Alexandra water treatment plant

## Values

### 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

Goulburn Valley Water is a State-owned Government Business Enterprise (GBE). The Corporation operates under the *Water Act 1989* and the *Water Industry Act 1994*. The Hon. Tim Holding, Minister for Water is the responsible Minister for Goulburn Valley Water and the Corporation is governed by a Board of Directors appointed by the Minister for Water.







Picture  
Leo Kelly wastewater treatment operator at  
the Cobram wastewater management facility

Goulburn Valley Water's sustainability policy is:

***Goulburn Valley Water will operate collaboratively within a total community context to foster and shape regional development and resource management, taking account of environmental, social and financial factors.***

## Our 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*;
- 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 entitlement 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 outlining the Corporation's commitment to sustainability.

The purpose of the Plan is to clearly state the sustainability goals and commitments that drive business decisions and to anchor them with concrete actions which assist the Corporation to sustainably achieve its objectives. The Plan includes a detailed action plan, fully integrated into the business objectives outlined in the Water Plan and Corporate Plan.

In doing so we will pursue the following goals:

- Ensuring ongoing organisational relevance and effectiveness
- Ongoing improvement in business efficiency
- Minimising the environmental footprint
- Delivering integrated community benefits

Since the completion of the Sustainability Improvement Plan, significant outcomes have been achieved, including:

- Reducing greenhouse gas emissions by 65% since 2001/2002.
- Reducing residential water use by 22% since 2001/2002.
- Purchasing accredited GreenPower as the electricity supply for the Regional Administration Office in Fryers Street, Shepparton.
- Establishing a Corporate Community Reference Committee to assist with liaison and communication between the Corporation and the community.
- Generating renewable electricity in partnership with Diamond Energy using biogas produced at both the Shepparton and Tatura wastewater management facilities.
- Assessing unaccounted for water at each water treatment plant to identify opportunities for process improvement through improved metering, data collection and handling, and identification of leaks in distribution systems.
- Assessing environmental impacts resulting from resource use and waste generation across the whole life cycle of business operations, and the preparation of a Resource Efficiency Action Plan to document those actions which will assist to reduce environmental impacts.
- Continuing the partnership approach between the Corporation, major customers and EPA Victoria to develop and implement cleaner production practices, resulting in reductions of 25% in salt and 50% in organic discharges to sewer.
- Participating in the Greenhouse Challenge Plus program to publically report greenhouse gas emissions and commitment to reducing these emissions.

The Sustainability Improvement Plan continues to be a valuable strategic enabler minimising the impact of Goulburn Valley Water's activities while facilitating growth and prosperity throughout the region and in local communities. During the second half of 2009 the Corporation proposes to review the Plan to ensure its ongoing relevance to both the Corporation and community.

## Our Corporate Plan

The development of the 2008/2009 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 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 2008/2009 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 status for each objective is summarised in the following tables. Some areas are covered in more detail throughout the report.




**Picture**  
Darryl Johnson, water treatment operator inspecting the new filters at the Tongala water treatment plant




Objective	2008/2009 Performance	
<b>Water and the Environment</b>		
<b>To deliver quality reliable drinking water and effectively manage wastewater treatment and recycling.</b>	<ol style="list-style-type: none"> <li>1. Compliance with the <i>Safe Drinking Water Act</i> regulations and undertakings continues to be achieved for key health related parameters. Aluminium and disinfection by-product compliance has not been achieved in all systems.</li> <li>2. Full compliance is being achieved consistently for the EPA corporate licence.</li> <li>3. The majority of Water Plan performance targets were met.</li> </ol>	   
<b>To effectively manage, conserve and reuse water resources within a regional integrated water cycle context.</b>	<ol style="list-style-type: none"> <li>1. Compliance achieved for GVW’s bulk water entitlements for all systems except Woods Point.</li> <li>2. Carryover from Goulburn System was used to meet early season demands in Murray system towns.</li> <li>3. Working with major customers                             <ul style="list-style-type: none"> <li>• WaterMap program is still proceeding,</li> <li>• Monitoring of trade waste discharge parameters is ongoing,</li> <li>• Some major customers are behind schedule for submission of waste minimisation plans.</li> </ul> </li> </ol>	  
<b>To reduce greenhouse emissions with a long term goal of carbon neutrality.</b>	<ol style="list-style-type: none"> <li>1. Greenhouse Action Plan was adopted in 2007. Implementation of the Plan is underway. Community engagement re carbon neutrality is in the initial planning phase.</li> </ol>	
<b>Customers and the Community</b>		
<b>Provide quality service and interaction with customers in business, technical and operational matters.</b>	<ol style="list-style-type: none"> <li>1. Responses to customers are within the agreed timeframes.</li> <li>2. Changes have been made to planned works scheduling to minimise inconvenience to customers.</li> <li>3. All billing rounds completed on a timely basis with no errors.</li> <li>4. Policies &amp; procedures including the hardship policy were reviewed. The number of customers on payment arrangements continues to increase.</li> </ol>	
<b>To effectively engage with local communities about specific projects and/or operational issues.</b>	<ol style="list-style-type: none"> <li>1. Community engagement plans were developed for all relevant projects.</li> <li>2. A Community Engagement Manual has been prepared and provided to all staff via the Corporation’s intranet site.</li> <li>3. A Corporate Community Reference Committee has been established.</li> </ol>	

Objective	2008/2009 Performance	
Maintain two-way communication and feedback processes with customers	<ol style="list-style-type: none"> <li>1. The Customer Perception Survey is conducted each year. 2009 results indicate a satisfaction rate of 92.4.</li> <li>2. The Corporate Community Reference Committee provides a vehicle for two way communications.</li> <li>3. Presentations to services clubs and community groups occurred across the region.</li> </ol>	
To develop community understanding of sustainable water management.	<ol style="list-style-type: none"> <li>1. Water education activities in schools and in the general community are on-going.</li> <li>2. A feedback questionnaire was provided to all supervising teachers and community organisers following school and community education activities.</li> <li>3. A customer newsletter was produced every four months and sent out with the water accounts.</li> </ol>	





### Infrastructure & Asset Management

To manage the Corporation's infrastructure and assets to deliver high quality water and wastewater services to our customers, and minimise risk to the community and the environment.	<ol style="list-style-type: none"> <li>1. The 2009/2010 Infrastructure Program with a 20 year forward look was adopted in March.</li> <li>2. Annual Dam Safety Report submitted in June 2009.</li> <li>3. Asset Management Improvement Plan adopted in August. Roll out currently occurring.</li> <li>4. GVW participated in the WSAA asset management benchmarking project. Good results achieved and identified improvement initiatives reflected in Asset Management Improvement Plan.</li> <li>5. GVW's Corporate Emergency Management Plan has been updated to include Pandemic Response Plan and Terrorist Response Plan.</li> </ol>	
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### Organisational Capability

To operate within a community context to shape and foster sustainable regional development and resource management.	<ol style="list-style-type: none"> <li>1. Activities identified in the Sustainability Improvement Plan are progressively being implemented. A review of the plan will occur in 2009/2010.</li> </ol>	
Ensure that GVW accesses and effectively deploys skilled resources to meet the emerging business needs	<ol style="list-style-type: none"> <li>1. New employment branding developed.</li> <li>2. New enterprise agreement negotiated with staff and unions without any disputes was certified in April 2009.</li> <li>3. Training gaps identified during annual staff review process and training programs implemented.</li> <li>4. Turnover reduced from 15% in 2007/2008 to 9.4% in 2008/2009.</li> <li>5. Maintained OH&amp;S Certification to AS4801.</li> </ol>	
Actively seek innovative approaches to improve business performance.	<ol style="list-style-type: none"> <li>1. GPS meter location project being implemented.</li> <li>2. Development of field computing project successful.</li> <li>3. GVW's intranet Sharepoint usage increasing.</li> </ol>	

### Business Performance and Accountability

To ensure a strategic capability we will maintain a commitment and capacity to develop and adapt strategy to meet the emerging challenges.	<ol style="list-style-type: none"> <li>1. 2008/2009 Strategic Planning workshop successfully conducted in December 2008 and Corporate Plan including 20 year capex plan, completed in April 2009.</li> </ol>	
To ensure accountability we will maintain performance management and reporting procedures that ensure accountability to the Board and regulators.	<ol style="list-style-type: none"> <li>1. Achieved compliance in September 2009 with Financial Management Compliance Framework.</li> <li>2. Treasury Management Policy was reviewed May 2009 and lodged with DTF for their approval. Policy was complied with for 2008/2009.</li> <li>3. All monthly, quarterly and annual tax returns were lodged on time &amp; compliance with legislation achieved.</li> </ol>	
Manage the financial performance of the business consistent with the water plan and corporate plan	<ol style="list-style-type: none"> <li>1. All deadlines were met and audit completed on time for the annual financial statements.</li> <li>2. Regulatory Accounts were lodged with ESC in accordance within required timeframe.</li> <li>3. Accurate data for annual reporting and benchmarking processes were submitted within deadlines and queries satisfactorily resolved.</li> <li>4. Actual operating results consistent with budget.</li> <li>5. All financial KPI's consistent with target.</li> </ol>	
Conduct Board activities in a manner consistent with best-practice principles of corporate governance	<ol style="list-style-type: none"> <li>1. Directors have undertaken and submitted a Board Performance Review, and developed a governance improvement plan. Good progress has been achieved against the initiatives in the plan.</li> </ol>	

# Moving from Good to Great

CASE STUDY



Early 2009 Goulburn Valley Water's management team and directors decided to implement the principles of Sustainable Excellence across the Corporation.

**Picture**  
*GVW Staff members undertaking Sustainable Excellence training*

Sustainable Excellence is an integrated leadership and management system based upon a set of business principles which are the criteria upon which the Corporation can regularly examine its performance. It helps to understand the "system" that the whole Corporation works in, creates an environment and provides a set of tools for continuous improvement at every level of the Corporation.

So why did Goulburn Valley Water decide to embark on this journey? Because the Corporation wanted to improve its customer service within its current resources, delivered by empowered employees making quality decisions in a place they enjoy working.

The Corporation wanted to capture its existing corporate knowledge and a shared understanding of "how things are done around Goulburn Valley Water". It is also important to capture and document the Corporation's strengths and build on them and to establish a consistent framework to encourage innovation and continuous improvement.

To commence the journey, all staff have been introduced to the principles of Sustainable Excellence being:

1. Lead by example;
2. Understand what customers value;
3. Continually improve the system;
4. Develop and value people's capability;
5. Develop adaptability through innovation and learning;
6. Use data and information to improve decision making
7. Behave responsibly; and
8. Focus on sustainable results.

A range of systems views at various levels across the organisation (including at Board level) have been developed. These provided clarity to everyone about such things as Goulburn Valley Water's roles, processes, customers, outputs and the key measures of performance.

The next phase of the implementation was a Self Assessment process which provided the opportunity for staff at every level to consider how their respective systems were performing, acknowledge the things that are going well, and then identify and prioritise Opportunities for Improvement (OFI's) within those systems. The high priority OFI's will become the key continuous improvement projects at Goulburn Valley Water.

An important component of the implementation has been the development of a Knowledge Bank within the Corporation's intranet site. This is a key tool to ensure that everyone can easily see how the systems work, be aware of relevant policies and processes used across the organisation, and to share the "good news stories" that have emerged as the Corporation continues along the Sustainable Excellence journey.