

Workshop 1 - Water resource availability and security

Comment

We need to review headwork's charges. Increase basin charges

Environmental water holders should be paying infrastructure charges like the irrigators do.

Carryover rules need to be revised. Review the original design to see whether sight has been lost of what carryover initially set out to do. Should people be able to carry over 100 per cent? Detrimental impact on allocations for future seasons, doesn't support agriculture. If you are a non-water user you shouldn't be allowed to carryover.

Water ownership by non-water users should be reviewed.

Multi-use of cultural water into consumptive pool.

Cultural water delivered in GMID sourced from outside GMID.

Nagambie looking at rapid growth - water reliant on Goulbourn, reviewing capacity of water ways.

North east water

- Look at inter-connection of bulk water and urban water
- Plan at regional level not at district level.

Address pricing discrepancies particularly wholesale vs retail business - surely costs are not that different, is it right signal to customers?

Tag non-water user water to source area for use.

Must have WUL for sites.

Tie water share ownership with WUL. Remove non-water user.

GMW need to play an important role in strategy (Statement).

Review catchment policy.

Look at broader policy framework government.

Better understand and value knock on social/economic benefits by industry.

Comment

Policy adjustment/initiatives.

Create equity between districts.

Value the distinguish infrastructure from volume costs in carryover.

Carryover and other policy reviews to increase security.

Highlight transmission losses.

Bulk entitlement for domestic and stock.

Encourage the government to trade environmental water when not needed for the environment.

Only allowed to carryover water if you own delivery share and as a proportion of your delivery share.

Only carryover water on low security.

Cease carryover for the environment.

Sell environment water on allocation market.

GMW needs to clarify NWU (non-water users) and legislate to protect ownership.

Environmental water not used to be put back to GMID.

Be should be better opportunity.

Carryover: Impacts on the allocation (reduce) - need modelling carryover - LRWS?

Carryover Adjustment

ASAP.

Carryover water policy needs reviewing because causing problems with HS allocation.

- Limit to 20 - 30%

5 Yrs.

- Reserve policy adjustment as infrastructure improved

- Timing critical

- Accuracy critical

(now!)

Review reserve policy.

Start at 50%

Comment

Review of delivery share

- Future Issuing
- Trading

Lobby state authorities to return excess water to GMID in the form of allocation.

Create equity for all water users

- Dam levy
- Lifestyle charge

Net accounting:

- Mechanisms for reuse
- Return flows (ground/surface, surface/surface, surface/ground)

Pipelines - 100% allocation every year

Recreation use allocation

Corporate stewardship

Unbundle diversions

GMW ownership of loss entitlement.

Limiting farm dams/removing with reticulated supply.

Greater regulation of Environmental Water Holders to account for their portfolios.

Align agriculture and local council planning issues.

Changing government policy (Commonwealth and State).

Entitlement moving downstream of the Barmah choke.

Water market rules enable lots of water to leave the GMID - threatening viability.

Pipeline more open channels.

Review minimum flow required for Bulk Entitlements (may be able to reduce or amend flows)

Comment

Zoning irrigation channels and connected properties.

Switch from delivery share charges to flow rate.

Hold water.

Cap on amount of water held by non-water users.

Encourage market gardeners. Improve transport and logistics in the region. Benchmark against other delivery networks. Seasonal availability for potential winter crops at the start of the system.

LRWS: reduce ability to carry-over or limit the time they can carry them over.

Water should only be held by parties with a link to the irrigation system.

Each urban house requires some rain water storage capacity for their garden uses/other uses. So may re-distribute load of water supply.

Abolish delivery share - consider the revenue impact on GMW.

Re-bundle water shares to land. This would ensure water held in the GMID is available for GMID users. For people to 'own' GMID water without having a productive interest in it artificially over-values the water.

Significantly increase cost base to non GMID users such as the environment to relieve some of the infrastructure liability to irrigators.

Water trade - water stays with the land.

Incentives for purchasing water internally in GMID.

Inter-basin levy.

Start charging super funds/almond growers for loss and delivery to Sunraysia.

Link water shares back to land.

All water users should pay a percentage of system costs proportionally.

Comment

Environment water should not be able to be carried over - use it or lose it.

Secure water connected in GMW areas.

Charge S.A for water losses in delivering water to their system.

No carry over for the environment if not used.

Freeing up GW/unreg trading.

Get rid of carryover entirely.

No carryover for environmental water holders.

Halt future permanent water being sold out of the GMID.

Stop speculation of water: only irrigators should be able to buy temp water and temp water should not be allowed to be re-traded.

All water owners pay for infrastructure and storage, or infrastructure and storage be part of any new water price.

Non-irrigators should not be allowed to carryover water

Currently, trade out of the Owens regulated system is not permitted – this is largely a consequence of local buyers not wanting to compete.

There is 40,000 ML of highly reliable entitlement that could meet demands in the GMID.

There is 160,000 ML of unregulated entitlements and over 200,000 ML of groundwater entitlement outside the SIR.

The unregulated entitlement cannot currently be traded to the regulated system, e.g. the GMID, but could be if it was unbundled – at the moment only about 30 per cent of the unregulated entitlement is used each year.

Groundwater trading is quite inflexible – it could be improved with unbundling and make greater use of the resource.

Comment

Extract from memo:

"Our customers are very concerned with the cost of the delivery share component of the GMW account and we receive many enquiries and complaints on this issue. We must listen to our customers and the community, to ensure we provide structural change to provided confidence for them to continue to invest in the GMID."

Revise environmental flows. Return surplus environmental water into the general allocation pool rather than sell it.

Offset/substitute impacts of environmental flow on one system or another.

Campaign for removal of Barrages.

Continuing to look at a solution for the lower lake area.

Capture and leverage a connected/responsive Vic Water Minister.

Escalate debate on water capping and trade (keep in GMID).

Broaden the knowledge exchange between jurisdictions (process and content).

GMW Entering debate on MDB, Water Planning and Policy (privately).

Local government representation at MINCO - all three tiers of government contributing to local solutions.

Task MDBA to CBA on environmental benefits beyond 650 - returns and consumptive pool.

Value and recognise shared benefits

- Costing/understanding

Flexibility in dry years in delivery (of) environmental water.

Fundamental Northern Victoria review of water policy

- Commences at GMW - Department

Change average from lowest in 100 years to the 5 year average to set the base allocation (MDBA SDL limit).

Encourage environment to use systems to relive black water events and contribute to costs.

Comment

Collaboration between environment, GMID and water

- Better outcomes for both
- Credit end of season drainage- environment (external, 5 year)

Better \$ costing of impact of water leaving districts.

I think the 450GL upwater is a serious threat and we need to work hard to get it off the table. The 300GL for environmental offsets is also a major threat that needs to be achieved without taking more water out of the consumptive pool.

Close storages to recreational use.

Review implementation of MDB Plan as it relates to Environmental Water Holders participating in water markets.

Very difficult to amend SDL/MDBP.

Change trading rules. Keep water in basins. The evaporation/losses in transferring water from Goulburn to SA is greater than within the basin.

SDL - Trading Rules are restrictive and almost impossible to allow new enterprises. SDL rules for catchment yield are not necessarily accurate or reflective of actuals

Fees on registered dams will create opportunities to have entitlement surrendered to achieve MDBA targets. SDL catchments that are over committed should be scrutinised for credit ML opportunities. Licence entitlements should not be targeted.

Review domestic and stock legislation. Regulated domestic and stock private right should be licenced. Dams above storages are being constructed constantly in new subdivisions and are not licenced.

Is there a measure for the effectiveness of all these environmental watering regimes? We know a lot about the productive capacity of land with water - but what about the river systems?

Environmental water holder could target purchase of water shares held by other non-water users instead of irrigators.

Influence water policy - basin plan.

Is the balance between the environmental flow vs the irrigation cap sustainable?

Pull up on environmental flows.

Reduce infrastructure costs.

Comment

Robust discussion.

Less infrastructure. "Life of assets".

Yarra Valley worth investment in stream to increase condition. (Reduce Cap expenditure at treatment plan) - Benefit to reduce Capex.

1. Working with partners to reduce use.(Statement)
2. Lot of foresight and intelligence - in Victoria as opposed to NSW
3. What industries more valuable - Demand profile (Cust/Indus)
4. GMW not make decisions on own
5. Delwp - Moves to modernise system,
-How do we get all involved in decision making?

Lock O (Zero)

Below Wellington SA

Removal of barrages.

Maximise on farm efficiencies.

Ensure water delivery can maximise land productivity - prescribed engineering solutions.

Refine/contract GMW footprint.

Crops (deep rooted e.g. trees) impacts on inflows.

Manage landscape

Eliminate blackberries

(CMA partnerships)

Allow more on farm storage to capture freak rain events.

Increase 1:10 storage ratio for on farm dams to capture flood events

Advantages: GMW soil access to remodel channels

Reduce irrigation footprint GMID - Connections

0 - 5 (yrs.)

Comment

- System footprint/Connections

-Compensation

Now!!!

Don't open new areas up to irrigation.

Can't keep taking water off land holders - yet increasing fixed costs they bare. Paying for water delivery, not just infrastructure.

Surrendering of water for OFIEP must stop no
(GMW/GBCMA partnership)

Continue to embrace OFIEP

0-5 years

Rationalise distribution systems.

Better use of irrigation networks, e.g. Use Murray Valley to get around the Barmah Choke.

Smarter system operation.

Pastoral season close downs.

Reduce evaporation loss.

Smarter system operation.

Right size the GMID.

Accurate predictions/data for future land use. From this we can ascertain how GMW can manage assets and deliver water accordingly.

Reduce our asset base - kms of channels to match the water entitlements now held in the GMID.

Review the scope of the GMW region and match the footprint to demand.

Review boundaries of GMID.

Customer consultancy to ensure efficient use of water.

Comment

Increase preventive maintenance measures to reduce in-channel losses e.g. channel leaks and overtopping.

Optimise channel control systems.

Concentrate water deliver in smaller areas closer to main channels - less channels = less loss

There is potentially significant opportunity to use water smarter in rivers, in delivery systems and on farm by adopting improved management, operational and analytical technology.

As well as effectively increasing water availability it may also reduce costs.

A particular form of this has been deployed by Murrumbidgee Irrigation – it's called Rural Water Intelligence.

We need to bring new developments and industries into the GMID. Highlight that river water is cheaper than channel water.

Create opportunities for younger generation farmers.

As the horticulture industry increases promote more customers and increase capacity from Swan Hill pipeline districts.

Marketing the benefits of irrigated agriculture to a wider Australia and the world.

Promote opportunities for horticulture that has grown in Sunraysia to GMID. Can these crops be grown here?

Encourage better irrigation practices.

Explore/promote new irrigated crop opportunities. E.g. poppies, medicinal marijuana, almonds.

Focus on continual on farm efficiencies, water savings and growing more with less water. Invest in more efficient irrigating technologies.

Environmental on farm integrated production system as a marketing tool.

Spatial planning of commodity growth - Annual areas, perennial areas.

Maintain gravity advantages.

Encourage new consumptive users. High value.

Use local government networks for promotion.

Highlight our advantages.

GAP: for local government.

High value on tourism (Lake Hume, Eildon, Eppalock)

Identifying emerging opportunities in industry.

Local government incentives for investment.

USA Pension fund.

Competitive advantage of GMID.

Research and development into plant varieties and farming systems.

Research and development into genetics (plant and animal).

Comment
Explore ways for investment in (the) region.
Investment protocols for exports.
Government incentive schemes for new investment.
Greater understanding of (GMW's) customer base.
What are the irrigated crops in the future?
New crops with climate change that couldn't be grown before.
Attract high end (value) users E.g. Marketing the GMID
More alternatives to bring allocation water into the GMID and reduce fees.
Encourage investment in the GMID for: - Hort/Perm Plant/High value crops. - Got incentive?
The challenge is for dairy to remain viable (or decent farm gate price) so that they can retain their high-reliability water share and afford to compete with horticulture to purchase temporary water. Of course climate change and its impacts are worry.
Targeted voluntary compensation for uneconomic customers.
Attract high value agriculture into the GMID.
Incentives to encourage younger generations to take up farming opportunities. Milk Company/Super Funds investment in farming for young people. Government subsidies - stamp duty, rates, water.
Attract new industry into GMW district (vines, nuts). Partnering with regional development officers in shires.
Bring back Agriculture Extension officer to assist development of new forming industries.
Lobby state & federal Governments for investments into suitable industries. Government subsidies/incentives to support industries i.e. horticulture and dairy such as done in the USA and Denmark.
Consider when workshopping to 'customers'. NB # Many contacts listed as customers are 'not' the users. E.g. They pay the accounts but don't actually irrigate or order water.
Alternative use of farming land. Smarter farming.
Provide a tool to assist customers with water efficiency knowledge.
Breakdown legislative barriers. I.e. effluent disposal, feedlots (development and planning barriers) to encourage large/dairy intensive.
New high value commodity for our region?
As a whole, customers need to focus on producing things in which we have a competitive advantage.
Promote alternate (lower water use) types of agricultural crops and land. Partner with customers willing to invest/try new options.
Partner with science and research groups (CSIRO etc.) to investigate options based on climate predictions.
Develop efficient feed lots in horticulture for use of cattle producers to efficiently utilise land and water. Cattle businesses inefficiently uses water based on traditional land use.
While not GMW's core activity, we could partner with relevant institutions to allow research into more sustainable ways of agriculture in some of our unused lands.

Comment

Increase water to horticulture (high value crops).

Moratorium on types of agricultural activity.

Measure crops that require the least water for growth to the most water. Measure supply and demand for food production. Clarify the growth in almonds is not feasible by this - put a cap on certain activities.

Partner with research organisations. E.g. Universities to better inform landowners of opportunities in GMID.

Attract "almond growers" to keep the water in the GMID. Key consideration is: Land value - based on historical irrigation districts.

Smarter irrigation techniques - Drip watering - Irrigation efficiencies.

Look to be less conservative with early season allocation announcements to allow customer to plan ahead.

GMW - sustaining leadership in community,
Customer engagement - Model need to review
GMW - Value equation

Create GMID group of councils.

Remove costs from GMW

- Water delivery (choice)

- Generate alternative income to offset costs

Bringing potential water savings projects from Connections to GMW to assist in delivery.

Review prescribed and non-prescribed activities.

Cultural change for GMW - regional development focus.

Regional Development.

Partnerships between GMW and other bodies.

Communicate with all stakeholders (SAC)

- Governments - Local, State, Commonwealth

- Value and importance of water

Customer-appointed board

External to GMW

Greater influence and align with long-term viability of GMW

(ASAP - 5Yr)

Financial efficiency to attract/grow business.

Examine governance/ownership model.

Ensuring that we are price competitive.

Recreational use of storages should be compensated by Government.

We could offset carbon emissions.

Comment

Extract from memo

Water use in the GMID has reduced dramatically from an annual long term average of 2100GL pre millennium drought to around 1100GL.

The trend is likely to be irreversible because:

- The size of the resource is diminishing because of climate change
- Water shares have traded to the environment and high value horticulture developments outside the GMID and will not return.
- Demand for temporary water in normal years (100% HRWS) is increasingly being driven by horticulture.

Positioning the organisation to deliver around 1100GL/year profitably is the biggest challenge for the Strategic Plan.

The legacy of the sales of HRWS out of the GMID has not been addressed to date. For example, the cost of allocation is driven by the ratio of ML/DS. Table 1 demonstrates this relationship. Table 2 sets out the gross margins for each enterprise type. Enterprises with low gross margins and low water use per DS are currently unprofitable

CONCLUSION

- The majority of enterprises in the GMID are currently sub-commercial and are unlikely to continue in their current form in the medium to long term.
- Water shares will continue to trade out of the GMID unless there are strong economic drivers to retain water in the GMID.
- There is a tipping point for annual deliveries where the cost of maintaining GMWs assets cannot be met by the revenue generated by these assets. There is also a tipping point for irrigation enterprises when the cost of water and the enterprise gross margins are such that it is no longer profitable to irrigate
- The GMW Strategic Plan should address the above challenges by:
 - o Identify GMW's "tipping point" for annual deliveries and recommend a policy framework to address this risk and/or develop an exit strategy!.
 - o Identify GMWs policy setting to assist the inevitable re-organisation of GMID enterprises post modernisation

Non-water users should pay delivery share as well, presently the burden lies is with farmers to fully pay for the cost of maintaining channels and investors pay nothing near what farmers pay but get all the benefit.

Place a cap on temporary water trading out of the district. No water traded down the Murray river. Cap on trading to Sunraysia district.

Keep water within the state.

Implement an exchange rate for trading water down river.

Cap water trading/offtakes. Similar to the 4 per cent rule.

Markets at risk of being less flexible/resilient as mix of agriculture goes to permanent planting - if temporary water less as proportion of total supply - urban complete with permeant agriculture.

Make water trading more transparent, so that everyone can see what is happening - like ASX.

Use legislation levels to restrict trade.

Comment

Fundamentals around delivery share and pricing

1. Delivery share big issue for property valuation.
2. Links to productive agriculture

VEWH/CEWH more transparent/accessible water trading processes.

Trading regulation for water.

Setting up a fund to reward water held in GMID.

Share Buyback - GMW active in water market.

Trade dam spill in east.

Early sales for unregulated.

More fluid water trading conditions.

Identify trading opportunities without unbundling.

Level playing field for trading

- State trading rules/barriers

Capping water trade out of regions.

Introduce tagged water to reduce water costs in districts.

Reintroduce district trade out limits (e.g. 4 per cent)

We need to retain as much water as we can in their own districts.

- Ways of doing this is cap the amount that is traded or price the water that is traded out at its true delivered price

To own water to must have delivery share or equivalent.

Mechanism to allocate water to delivery share or equivalent

(Short term)

VEWH/CEWH

- Tagged Trade
- Env back to districts system
- Then used in that system

Re-introduction of quota

- Sell spillable water in off quota allocation

(5 yrs.)

Delivery shares must be owned by all water owners/traders

- Including "environment"
- Value of storage and delivery assets must be balanced in their value

5 yrs.

Enact legislation that reflects the systems ability to deliver water to separate zones to extra separate zones and allow no extra land zone development when cap hit.

Comment

Trade water with areas to maintain viability.

Stope the proliferation of speculative water holders (links to trading rules) - that have no connection to use/primary production

- Risk to viability of landholders/users

- Risk to social dysfunction

Trading water rules within pipeline areas.

Expand the water market to give customers to more products and greater volume.

Water market is maturing - market could be part of the solution.

Changing entitlement products to adapt.

Review water products index (E.g. Borrow forward).

Establish water futures market.

Establishment of GMW owned water back to provide sustainable supply.

- For GMID?

- As an incentive for customers to stay in the GMID?

Navigating between competing interests.

Credit GMW's flow to Environmental Water Holder for normal regulated flows where they achieve environmental outcomes sought by CMA.

Lobby government to change water trading rules.

Capping of water price - Indicative of market/inflows.

The environmental water holder should be able to trade back what they don't need/use.

Change to the water trade rules.

Stop permanent trade of water out of the GMID.

A secondary phase of government investment. Collect water where it flows, traditional collection is in decline.

Stop sales to non users - only trade based on permanent use. Stop traditional association of land and water.

Review water trading rules. Unbundling - was it the right approach?

Move charges from delivery share to water shares so that non-water users (investors and speculators etc.) bear a bigger share of the costs and lessen the burden on farming families.

Environment shouldn't be able to trade or carryover water.

Loss charges to be put to traders from Goulburn to Murray system.

Increase storage fees.

Review bulk water pricing for water users and non-water users.

Different Tariffs to different services.

Comment

Pricing mechanism to account for transmission losses.

Balance pricing against revenue need (especially around driving behaviour).

Delivery costs should be included in 'Owner's of the water'.

Review of IAF.

Variable vs. fixed tariff.

User pays

Value chain needs to be identified and 'charged' accordingly

Water Charges - Change to make the GMID more viable and competitive for investment.

Water pricing - can GMW leverage water resource availability to offset costs (ops asset management)?

GMW variable price of water to align with market - change in revenue, increased revenue to enable implementation of more sustainable water storage and delivery networks.

Pricing model should be per ML held or used rather than infrastructure based. Therefore more oriented towards user pays. Possibly achieved by levy on temporary sales/transfers as well as ML used.

Zone tag water shares.

Water use efficiency in farm dams and dryland.

Cloud seeding.

Cloud seeding.

Total integrated (GALM) river control

Research and development control

Review ability to reduce losses from GMW's asset base.

Cloud seeding.

Comment

GMW to invest directly in research and development for fit-for-purpose low-cost metering technology

- Internal
- Time frame ASAP

Encourage aquaculture in GMW assets

- Dams
- Channels etc.

Encourage more available water to return to be used on higher crops - less evaporation in the GMID.

Explore innovative ideas around moisture retention

0-30 (yrs.)

“Opportunities will be determined by greater water and irrigation technology and innovation leading to better efficiencies. Good prices and regular supply of commodities will also present opportunities. I don’t think we as irrigators will get more allocation unless we elect a Donald Trump as our national leader. Our present day political leaders and their kind will not support rural producers. Let’s make Australia great again.

Out of left field, but we as farmers need to use compost (with the help of the green waste from our city cousins) to improve soil health and moisture retention.

Of course on-farm and system efficiencies.

Application of technology.

Use solar/alternative energy to produce system power.

Innovative approaches to systems and services.

Research and development for system efficiency.

Underutilised alternate water sources (unregulated groundwater etc.)

Cloud seeding.

Cloud seeding.

Encourage uptake of new adaptive crop types suitable for new climates.

On-farm efficiencies - increased funding to enable innovation to occur.

Comment

Invest in hydroponic(s) in the area.

Partner with urbans to utilise recycled water options from treated wastewater.

Catchment vegetation management programs to improve run-offs.

Farm efficiency programs.

We need to consider "consumption" as well as water availability and security.

Minimise evaporation.

Investing in natural flows to sustain supply to diverters in dry times.

North east water (Wangaratta Water) security - need to integrate ground water supply with channel supply.

Monitor and quantify stock and domestic.

Flow of environmental water through the channel system to flush it out even if not used by farmers to ??

Incentives for delivering efficiency.

Better water use efficiency.

Retain existing water.

Still looking for continued investment in water efficiencies. i.e. 'on farm work', Co-operate approach.

Influence over what users do to the water, and how they use it.

Look at source water quality and quality across the catchments (catchment health).

Explore more underwater dams and ground water.

Education to users on allocation versus what they may require.

Quantifying stock and domestic.

Snowy hydro water AGL.

Increase reliance on groundwater.

More efficient winter fill.

Strategy should look into untapped water

E.g. GW (groundwater) if not fully used, this should be brought into the equation.

Reuse of water e.g. electricity generation.

Water use efficiency (e.g. rice)

Drive for policy around utilising and preserving existing infrastructure and best use land for irrigation (Region and communities, external, ASAP)

New areas being opened up when 40% of outlets deliver 10mgs of water.

Comment

Compulsory storage for homes and new developments (adds to appreciating water).

Number of lifestyle blocks and the proliferation of peri-urban blocks

- Value adding block
- Block to value adding

Regulation of stock and domestic bores

- Metering of new bores
- Proliferation of 'extra use' bores

Utilise environmental water transitioning through waterways

- Untitled water
- Outfall water counted as environmental water
- Flood water

Metering of stock and domestic bores

- New and existing
- Possible flat license
- Education of consumers

Recharging groundwater (M.A.R).

More equitable at boundary areas groundwater (between corporations).

- N - S Pipeline - cost is excessive
- Recycling plants
- Reuse systems

Community valuing of water

- Undervaluing of food production systems

Change the timing of fill licenses (amend winter fill licences to relate to changed water availability).

Appropriate water sharing to cope with increased population.

Greater conveyance efficiency (less loss).

Reduce evaporation and seepage.

Manage aquifer recharge.

Greater groundwater use.

Aquifer recharge opportunities? E.g. using flood water.

Run desalination water north.

Increasing value of water may make projects feasible/economic that were previously not.

More on-farm efficiency programs for diversions, river and groundwater customers.

It appears that water entitlement holders without land do not pay delivery shares. The majority of costs are being borne by irrigators paying delivery shares. The Environmental Water Holder should be paying some sort of delivery share. More equitable fees.

Look at the option of storing surface water in groundwater aquifer systems.

Comment

Increase supply efficiencies - storage & delivery. Delivering water to high demand customers/agricultural production.

Environmental water not used in any one season gets put on the open market at low cost to drive costs down for farmers.

Flood lake Eyre with sea water to help generate more rainfall.

Tariff pricing model must take in account.

Strategic delivery areas. e.g. spring Autumn.

Multiple benefits e.g. recreation.

Population growth will increase demand for urban water.

Quality of water has differentiated as well-urban authorities are filtering more.

Climate change:

- How does GMW support research and development?
- How does climate change impacts land agricultural supply change?
- "Grow more with less"
- Growing technique
- Understand key growing drivers.

Be the best participant we can in long-term water resource assessment.

What does sustainable water system look like, is there an appetite to so this?

Requirements to work collaboratively across the state to implement the water plan.

Sustained behaviour change.

1. Should include private enterprise. How can we do this?
2. Water cops taking different role in regionals economic development. (Internal)
3. Regional development - Facilitate to being partners together for optimising economic development.

Recognising changing nature of farming.

Larger farms moving to more intensive farming.

Food production, shifting water supply from west to east

Intensive agriculture: Grazing, dairy, cropping

Value chain of water

Costs are increasing, what impact on regional community - model?

GMID - Costs of doing business in this area.

Change in social impacts - bigger farms, less employees.

What is GMID - Should recreation be part of it?

Impacts of water training by main landholders

Increase productivity/commercial profitability to ensure allocation of water.

GMW role - balance.

Should water always go to the highest payer? (unbundling and issue)

Manage tension between urban water and that water for agriculture.

Comment

30% of annual av (average) use

Regional development opportunity

Will flood mitigation be a threat to irrigation?

Build knowledge, fine tune climate change for GMW area.

Greater understanding of water use.

Retain water in districts.

High cost of delivery shows GMW are retracting investment in the areas (attach to water ownership).

The key challenges as I see them are, and I assume you are asking from an irrigated agriculture point of view.

1. Competition for water. Can and will be from government, urban and metropolitan resources, environmental and recreational users.
2. Availability due to greater demand from users and possibly due to lesser rainfall events.
3. Population growth and less emphasis by users on Australian irrigated grown foods.
4. Resistance to support for irrigation.

All of these factors could be compiled and discussed into one dot point.

Pull finger out with Connections.

Slow inflexible way of transferring H2O across streams in same catchments

- Over micromanagement in small areas

Involving regional development in all future pipeline installation

- To assist sustainability of social/economic development

Extreme fluctuations in availability in upper catchments

- in high value adding areas

Stranded assets, cost of maintenance etc.

Less water (fewer customers = increased cost per customer).

Reduced water security leading to reduced market confidence.

Reduced water supply.

Unsustainable unregulated systems - move to dryland farming and loss of customers.

Unsustainable decline of groundwater.

Indigenous water rights? (What will the impacts be? What does it mean for GMW?)

Changing rainfall patterns (and yield) offer opportunity to adapt (customers and GMW)

Factors (climate change, availability etc.) provide a powerful argument for change/reform/improvement.

Greater influence on politics coming from non-water users (e.g. investors).

Increased urbanisation leading to subdivision.

Comment

Square mile blocks limiting economies of scale.

Underutilised assets.

Growth of non-water users having political impact.

Competitiveness of our customers in the water market.

If trade surplus is > deficit.

Growth of urban development affecting rural water use (domestic and stock/rural residential).

Competition for water from outside agriculture.

Withdrawal of water from the consumptive pool.

Customers unwilling to adapt to changing water availability.

Aging customer base and how turnover occurs.

Current entitlement security breaks down.

Change in customer base e.g. industry, demographics.

Reliance on the temporary water market.

Look at the future demands of world requirements. What is needed in the future? Assist in diversifying into new industries. Develop markets.

Reduce flood irrigation and concentrate on drip/subsurface/overhead sprays.

Promoting benefits of GMID across the nation. Infrastructure, security, transport to potential future investors and irrigators.

Before going to the board please ensure you have spoken to relevant GMW staff who can provide comment on some topics. e.g. water resources - some points raised by staff are incorrect or may already be occurring.

Increase affordability.

Reconnect our network to people who sold off water to make it more affordable. Offer subsidies for highly productive areas.

South Australia should use their own water - turn on the desalination plant and stop relying on the Murray.

Buy water when it is cheap, store it in our dams and sell it when the price goes up.

Small catchments.

Dairy takes too much water. People need to stop drinking milk it is not sustainable as an industry.

We could support the creation of more resilient water users and hence have a more resilient organisation.

Identify threats and convert to opportunities.

Secure more permanent water in GMID.

Stop letting water be taken out of the GMID.

Comment

Not sure if it is in the strategic plan development process but it might be good to map out for all staff about how all these complex social, economic and climate challenges directly impact GMW's business model. Obviously the less water delivered in the GMID, the less revenue from a variable charge aspect however I was of the understanding that fixed charges make up around 90 per cent of GMW's revenue so isn't it the case that GMW's revenue has a high degree of reliability despite the impact of water availability to customers?

Please do not get me wrong, I, like everyone wants a thriving GMID with 2000 plus GL delivered each year and want to live in a prosperous region, however I am conscious that a free and open water market dictates that water will be traded to the highest value use – like every other commodity in the world. If this use is outside the GMID and within established trading rules, then how are we to interfere with this concept to protect our own backyard?

GMW is only one piece of this very large puzzle that obviously needs a fair amount of Government buy in given broad range of issues over a large geographical area.

It is probably in the proposed process but just highlighting that it would be good to get some clarity on exactly what these broader issues mean directly for GMW as a business going forward? For example other than less variable charges what is the flow on impact for the business if we only deliver 800 GL in the GMID?

Anyhow good conversation starters for the process, will be keen to get into some of the detail about what this all means. If the detail isn't presented to staff it will be hard to fully invest in identifying solutions and strategic directions for a viable future.

Change GMW service to specific areas to make management to deliveries easier.

Recycle water for urban use.

Grant - MG (Recycling water) (3 Weeks)) Re-distributing treated waste water, mixing it with GMW water.

1. GMW Role - Balance Economic and Environment and social impacts(Statement)
2. GMW - Provide expertise in water management-to private enterprise
3. GMW - Should GMW be included in recreation industry? Not part of core business.

Fruit growers (**name redacted**) Security important. With lesser flow the quality of water has deteriorated markedly - need upgraded filtration.

Recycling water - Urbans get credit for putting return flows back into the system to get optimal (end text)

Comment

Reduce conservative predictions without reducing HRWS value.

- On farm storage of spillable (water)

More climate predictions/scenarios to give confidence around availability to farmers and investors.

Improved forecasting for seasonal water allocations.

Water Match

- Market development
- Communications

Time of water use/more flexible in water use times with climate change, autumn/winter/spring.

Sell airspace of storages used for flood mitigation.

Advantage of modernisation water should be available 12 months of the year.

Allocations:

Announce earlier (change legislation for spill?)

GMW purchase a parcel of H2O for sale or allocation to GMID customers

- How (?) based on DS or extraction share
- Authority to authority trade
- 75GL?

Consideration to the risk that irrigators take in running their enterprise and look at ways to reduce that risk from a supply/cost/availability/Security - view

- Real time monitoring of observation bores
- Real time monitoring of surface water

(quicker process to get info of above)

Speak to Government re. establishing a national water grid.

Connecting the true value of a ML. H2O.

Creating the value and products that increase the \$ return to customers/GMW

- Value to community overall

Comment

Water recycling plants.

GMW buys water to sustain infrastructure (to help maintain business sustainability).

365 day delivery.

Varied levels of service.

More reticulated D&S schedules for dryland farmers.

Greater regulation of rivers.

Engineering solutions to:

- Increase run off (Comment)
- Expand/link Victorian market grid
- Smarter products (Statement)

Continuing to provide cost efficient service to customer base over static (large) land area.

Differences in service requirements. 'Price vs Delivery'.

Explore additional revenue streams - e.g. GVW farm.

Increase non-water related income (GMW sustainability).

More water storage capacity so that we can help mitigate flooding events a bit better as well as have extra reserves for when the dry periods hit. Increases the available pool of allocation in the GMID.

Increase size of Lake Buffalo and/or Lake William Hovell to harvest water for environmental management.

South-North pipeline operation to bring about desal plant water to GMW region.

Revise farm dam policy/legislation to encourage storage of water on properties to capture more water during rain events.

Tourism/Recreation operations need to be reminded of the purpose of water as they contemplate development.

Increase storage reserve, including aquifers.

Climate change drier times and when flooding.

How do we capture when water is available. (Very secure longer terms storage)

Comment

Risk of trading water out of the system (Statement)

Should GMW own water?

Would require legislations change?

Secure more water for the region.

Growth opportunity instead of doing more than less.

Increase storage capacity.

Opportunities for more storages.

Hydro and water security.

Capture more water in the high country (Big Buffalo).

Increase storage capacity:

- System

- Farm high flow drainage

- High flow evens

- Off allocation

Build Big Buffalo and Lake William Hovell.

Storage/harvest capacity increase

Now

Consistent storage tariffs (Tariff)

Drainage tariff implementation (Tariff)

N.S pipeline.

Where is our 75GL?

0-1 yrs.

One that is not achievable, but it is a sin to allow the 750GL be evaporated off the lower lakes.

More dams in the upper catchment of the Darling, in particular another Snowy scheme to secure SA requirements and leave Murray Catchment for Northern Victoria.

Harvesting water on high flow years greater storage capacity

Say on Murray - more weirs

Major new dams - Concurrent use (e.g. hydro)

More storage capacity.

Pipe water - national scheme.

Interstate connectivity network.

Own water loss/efficiency to leverage savings.

Storage strategy.

Increased storage investment (new dams).

Comment
Insufficient storage capacity.
More dams.
Construction of Big Buffalo - Primarily for environment.
Store more water.
Use irrigation water to top up environmental flow releases, to reduce the amount needed to be released.
New storages - Big Buffalo? - Would need to be considered within new SDL context but could see water used in different geographical locations to historical. Might not require new or augmented storage but the advantage of better location.
Maximise resource availability - Review current climate and adjust - Storage and use patterns.
Review the scope of all existing storages and Explore the possibility of new storages.
More/bigger storages.
Decommission lossy storages out west and invest in more off river storage.
Increase storages and as a result we will have increased capacity.
Desalination plants.
Recharge bore must be required on each land parcel to increase groundwater.
Big Buffalo - effective harnessing of inflows.
Larger capacity dams - to capture more water in flood years to see more water available during drought years.
Purchasing water back from owners external to the GMID would now be very difficult, but not doing so is threatening the viability of GMID businesses.
Contemplate increasing capacity of existing storages or constructing new dams.
Re-visit the Bradfield scheme bringing water from QLD into the Darling system.
Larger catchments increases inflows during wet years.
Dams - Big Buffalo.
Increase water recycling opportunities.
Build more dams.
Bring back Lake Mokoan.
More dams - to capture rain events.
More dams.
Increase storage availability.
Recommission Lake Mokoan.
Expand Lake Nillahcootie.

Workshop 2 - Customers and industry

Industry name	Question	Answer
	What do you think is the outlook for each industry?	Key uncertainties and growth.
	What (if any) role should GMW play in supporting industries in its region?	Aligning salaries to industry averages; equality of pay; being innovative and more efficient in how we manage water.
	What key industry matters should GMW include in development of its strategy?	Contributing to improve delivering water efficiencies = completing the Connections project on time and budget; investing more in kickstart programs and engaging emerging leaders; investing on retaining staff and corporate knowledge.
Dairy	What do you think is the outlook for each industry?	Who really knows? They are all subject to the vagaries of the markets. Murray Goulburn and Fonterra claw backs last year was a prime example of that.
	What (if any) role should GMW play in supporting industries in its region?	Government should 'support' all industries and be impartial (don't try to pick winners); GMW should service industries but not put more effort into some at the expense of others.
	What (if any) role should GMW play in supporting industries in its region?	Should we operate any different to power/energy and telecommunications companies? How much do they support industries/customers?
	What (if any) role should GMW play in supporting industries in its region?	There seems to be a conflict with Connections disconnecting properties (and government water buybacks) versus a desire/need to build up the GMID (i.e. bring water back).
	What (if any) role should GMW play in supporting industries in its region?	Don't forget that Environmental Water Holders are customers too.
	What (if any) role should GMW play in supporting industries in its region?	GMW shouldn't support or encourage industries that compromise water quality.
	What key industry matters should GMW include in development of its strategy?	Focus on delivering water to everyone and anyone who is our customer (connected to our system).
	What key industry matters should GMW include in development of its strategy?	Aim to provide water storage and delivery service at lowest possible price.
	What key industry matters should GMW include in development of its strategy?	Don't try to second guess our customers' business drivers or longer term outlooks.
	What key industry matters should GMW include in development of its strategy?	GMW shouldn't support or encourage industries or activities that compromise water quality.
Dairy	What (if any) role should GMW play in supporting industries in its region?	More regulation around non-users.
Mixed farming	What (if any) role should GMW play in supporting industries in its region?	Better use of water; more efficient water systems; water back from environment; water back to LANO
Mixed farming	What key industry matters should GMW include in development of its strategy?	Keep water in area; irrigation 12 months of the year.
Horticulture	What key industry matters should GMW include in development of its strategy?	Keeping water prices down and sustainable, all year round irrigation.

Industry name	Question	Answer
Dairy	What do you think is the outlook for each industry?	Due to milk prices, some dairy farmers are going to daily milking which results in 15% loss in production but 50% less labour cost. Less stress on herd.
Dairy	What do you think is the outlook for each industry?	Dairy farms are shutting down the dairy and switching to other (less irrigation reliant) enterprises as can't meet overheads due to low milk prices and can't see any future in dairy.
Dairy	What do you think is the outlook for each industry?	One farm now milking once a day but rotating three herds as a trial. Plenty watching to see how this impacts on bottom line.
Dairy	What do you think is the outlook for each industry?	Purchasing multiple farms and running as separate farms. Less customers with bigger properties.
Dairy	What do you think is the outlook for each industry?	Have some farms looking at robotic milking; enough confidence in industry to make significant capital outlay.
Horticulture	What do you think is the outlook for each industry?	On smaller holdings that were once tobacco farms starting to see an increase in varying niche horticulture enterprises to fill the tobacco void and generate income.
Horticulture	What do you think is the outlook for each industry?	Confidence in hydroponics growing - can grow year round (generating year round income) while water use less than more traditional growing methods. Significant investment in tomato sheds taking place. Creates employment.
Horticulture	What do you think is the outlook for each industry?	Hops expanding as demand grows.
Mixed farming	What do you think is the outlook for each industry?	There is always a profitability question around pumping water to grow feed (and the associated costs) versus buying in feed/using home-grown hay.
Manufacturing and processing	What do you think is the outlook for each industry?	Water bottling is an ever expanding growth industry; can also be contentious.
Specialist & emerging	What do you think is the outlook for each industry?	Intensive animal enterprises, chicken sheds in particular, looking to expand and increase water requirements by 25-30%.
Specialist & emerging	What do you think is the outlook for each industry?	Opportunities for hydro-electric generation being scoped and examined. Potential revenue source for GMW while having minimal impact on stream flows, environment etc.
All bar vineyards	What do you think is the outlook for each industry?	All bar vineyards, the impact of an ageing demographic with the next generation unwilling to take on farming sees less water being used for the farm. More profit (and less work) in trading the water rather than using it.
All	What do you think is the outlook for each industry?	Increasing costs of pumping (and other overheads) means returns on any industry needs to keep increasing also to be profitable.
All bar vineyards	What (if any) role should GMW play in supporting industries in its region?	GMW should reduce any barriers to industry successfully operating (and even expanding) in the region. This can include cutting red tape, making our processes efficient as possible, and where able, reducing fees.
All	What (if any) role should GMW play in supporting industries in its region?	Work closely with partner agencies in exploring options to increase water security.
All	What (if any) role should GMW play in supporting industries in its region?	Support and advocate for the freeing up of trading rules to allow for more flexibility in water management and usage.
Manufacturing and processing	What (if any) role should GMW play in supporting industries in its region?	Ability to issue short term licences, particularly for short term contract industries such as road making etc.

Industry name	Question	Answer
All	What (if any) role should GMW play in supporting industries in its region?	Advocate for industries/customers with other government bodies in regards to policy etc.
All	What key industry matters should GMW include in development of its strategy?	Ability and willingness to lobby for efficiency grants for industries looking to make water savings.
Recreation	What (if any) role should GMW play in supporting industries in its region?	<ol style="list-style-type: none"> 1. GMW provides safe access to land and on water activities at its storages and waterways. 2. GMW should maximise its water resources to consider recreational users. Not compromise entitlement holders. 3. Provide opportunity to support recreational based industry and commercial opportunity. 4. Continue to work with stakeholders to support communities around storages. 5. GMW should play a greater role in recreation and values to health and wellbeing.
Recreation	What key industry matters should GMW include in development of its strategy?	<p>Ability to manage waterways appropriately Ability to deal with commercial opportunities and developments Ability to recover costs for non compliance and breaches (greater enforcement powers) More emphasis on engagement with industry and agencies to support growth Recovery of costs from those that benefit Issuing of additional houseboat licenses Providing suitable infrastructure. i.e. Jerusalem Creek Our assets and services need to align with current and future industry and user needs</p>
Dairy	What do you think is the outlook for each industry?	Should we be promoting farming and the products produced in the GMID? For example dairy products are not always seen as healthy and clean. For many years milk has been considered to be not a healthy food (but important to give to children). A while back some people were sick from unpasteurised milk. This was supposed to be for animals use only. Pasteurisation kills the pathogens in the milk. Also milk produced for human consumption has to pass stringent testing before it is permitted for use. Unwell cows are not milked into the farmers milk vats. If the tests that are done on the farmers milk fail them dairy company's stop collecting their milk until the problems are resolved!
Dairy	What do you think is the outlook for each industry?	Uncertain due to ongoing price and supply issues.
Horticulture	What do you think is the outlook for each industry?	Large scale developments occurring outside GMW's region. Stable use within the GMID.
Mixed farming	What do you think is the outlook for each industry?	Will depend on impacts of dairy industry as this industry may be linked to the future of dairy.
Recreation	What do you think is the outlook for each industry?	Growing interest in recreational matters. Issues faced by recreational users may increase if river flows and storage levels are lower for longer in the future.
Manufacturing and Specialist & emerging	What do you think is the outlook for each industry?	Likely to depend on the future of other industries, particularly dairy
	What (if any) role should GMW play in supporting industries in its region?	Environmental use is continuing to be evolve and will continue to do so as more water is recovered for the environment.
	What (if any) role should GMW play in supporting industries in its region?	Be set up to be able to encourage new development.
	What (if any) role should GMW play in supporting industries in its region?	Provide different levels of service to support different industries.
	What key industry matters should GMW include in	Equitable cost recovery across the different industries.

Industry name	Question	Answer
Dairy	What do you think is the outlook for each industry?	Growth positive. Less family farms and more large operators buying up land to profit. Uncertainties include the price of milk and the rate of growth.
Horticulture	What do you think is the outlook for each industry?	Growth positive. Profitability positive. Uncertainties include climate impacts and the need for high reliability water.
Mixed farming	What do you think is the outlook for each industry?	Growth may be negative in GMID. Profitability negative. Uncertainties include investment potential.
Recreation	What do you think is the outlook for each industry?	Growth positive during average to wet years, negative during droughts. Decrease in profitability. Uncertainties include drought, water availability and water quality (blue green algae).
Manufacturing and Specialist & emerging	What do you think is the outlook for each industry?	Growth positive. High potential for profit. Unsure of uncertainties.
	What (if any) role should GMW play in supporting	Prioritise bigger users (service not equal to all customers).
	What (if any) role should GMW play in supporting	Option to tap into services provided to larger users.
	What (if any) role should GMW play in supporting	Recreation industry to become a customer.
Specialist & emerging	What key industry matters should GMW include in development of its strategy?	Monitor what emerging industries we need to include.
	What key industry matters should GMW include in development of its strategy?	Future development and crop types, in cotton.
	What key industry matters should GMW include in development of its strategy?	What areas are capable for certain industries.
	What key industry matters should GMW include in development of its strategy?	Salinity and land management.
	What (if any) role should GMW play in supporting industries in its region?	Support for agriculture and horticulture sectors.
	What (if any) role should GMW play in supporting industries in its region?	Consider what support we can provide for emerging and new industries across the region.
	What (if any) role should GMW play in supporting industries in its region?	Greater engagement with urban authorities.
	What (if any) role should GMW play in supporting industries in its region?	Consider opportunities to act as a pure utility provider for large block owners (services at similar rates to urban).
	What (if any) role should GMW play in supporting industries in its region?	Provide services at the most appropriate costs to customers.
	What (if any) role should GMW play in supporting industries in its region?	Lobby to enhance water trading rules (from the Murray and other systems).
	What (if any) role should GMW play in supporting industries in its region?	Equity during times of drought.
	What (if any) role should GMW play in supporting industries in its region?	Lobby government funding for private rights (section 8) and consideration of these customers which generate no revenue.

Industry name	Question	Answer
	What (if any) role should GMW play in supporting industries in its region?	Investigation/project of value attached to Environmental Flows to support a case for cost recovery of these services.
	What (if any) role should GMW play in supporting industries in its region?	Develop information and awareness programs for property sizes- how much water is needed for land size, usage, crop requirements to support informed decisions on agricultural use.
	What key industry matters should GMW include in development of its strategy?	Remove duplicated information, bills and data from our systems and create greater alignment.
	What key industry matters should GMW include in development of its strategy?	Review and update recreation cost recovery models.
	What key industry matters should GMW include in development of its strategy?	Use criteria to build estimate of value of services, not just costs of them.
	What key industry matters should GMW include in development of its strategy?	Change the way we engage with customers.
	What key industry matters should GMW include in development of its strategy?	Make sure that all communications provided to customers contains the information they require.
	What key industry matters should GMW include in development of its strategy?	Provide appropriate levels of detail that can be understood by our customers, not the detail that makes sense to us.
	What key industry matters should GMW include in development of its strategy?	Provide options for customers to be heard and voice their concerns - different formats and mechanisms.
	What key industry matters should GMW include in development of its strategy?	Look at opportunities for non-prescribed revenue (carbon, native vegetation).
	What key industry matters should GMW include in development of its strategy?	Consultation with other agencies with a view to develop joint strategies across the state (multiple agencies all duplicating effort in the development of strategies).
	What key industry matters should GMW include in development of its strategy?	Lobby government for management of land we need to retain for future use (costs associated with weed management, fencing and various regulatory requirements).
Dairy	What do you think is the outlook for each industry?	Bit stagnant - Murray Goulburn impact - herds are getting bigger and small players exiting industry.
Horticulture	What do you think is the outlook for each industry?	Continuing to expand - GMW not seeing investment that is occurring down river.
Mixed farming	What do you think is the outlook for each industry?	Expansion but perhaps not same rate as high value horticulture - ability to be flexible.
Recreation	What do you think is the outlook for each industry?	More lifestyle or hobby customers earning income off farm - area of complaints.
Manufacturing and Specialist & emerging	What do you think is the outlook for each industry?	Seeing some investment but gradual process to fit in with surrounding industry.
	What do you think is the outlook for each industry?	Growth but examples.
	What (if any) role should GMW play in supporting industries in its region?	Engage at a high level with industry.
	What (if any) role should GMW play in supporting	Attract new and innovative customers.
	What (if any) role should GMW play in supporting	Need to continue to market GMW and its services to industry and investors.
	What (if any) role should GMW play in supporting	Marketing and communication - informed customers make better choices.
	What (if any) role should GMW play in supporting	Continue to improve service levels - Customer Relationship Consultants.
	What (if any) role should GMW play in supporting	Look to implement cost saving technology - consider 5 to 10 year benefits (WOL).

Industry name	Question	Answer
	What (if any) role should GMW play in supporting	Water delivery automation - balance between cost and appropriate services.
	What (if any) role should GMW play in supporting	IT - platforms and service contracts.
	What (if any) role should GMW play in supporting	Better customer service.
	What (if any) role should GMW play in supporting	More channel automation.
	What (if any) role should GMW play in supporting	Cheaper technology.
	What key industry matters should GMW include in development of its strategy?	Market our services to investors and provide incentives to get long-term benefits.
	What key industry matters should GMW include in development of its strategy?	Increase environmental water delivery to increase revenue stream and utilise infrastructure.
	What key industry matters should GMW include in development of its strategy?	How can we reduce red tape and make life easier for customers and GMW?
	What key industry matters should GMW include in development of its strategy?	Regulation (red tape); make things easier.
	What key industry matters should GMW include in development of its strategy?	Market ourselves to industries.
Dairy	What do you think is the outlook for each industry?	Stable at this time, however is likely to reduce in size due instability in world market pricing, and volatility in market.
Horticulture	What do you think is the outlook for each industry?	Growth possible is linked to water price/reliability/availability.
Mixed farming	What do you think is the outlook for each industry?	Water price/availability.
	What (if any) role should GMW play in supporting	Ensure assets are fit for purpose and cost efficient.
	What (if any) role should GMW play in supporting	GMW needs to decide whether we are an authority or a business.
	What key industry matters should GMW include in development of its strategy?	Link shire regions to try and establish growth and diversity.
	What key industry matters should GMW include in development of its strategy?	Link in industry groups.
Dairy	What do you think is the outlook for each industry?	Price of milk improving.
Dairy	What do you think is the outlook for each industry?	Access to water is critical.
Horticulture	What do you think is the outlook for each industry?	Increase glasshouse.
Horticulture	What do you think is the outlook for each industry?	Vegetable production opportunity from Werribee etc.
Horticulture	What do you think is the outlook for each industry?	Needs 100% reliability.
Mixed farming	What do you think is the outlook for each industry?	Opportunity commodities eg. crop variation.
Mixed farming	What do you think is the outlook for each industry?	Increase sheep meat.
Recreation	What do you think is the outlook for each industry?	Talk to Victorian Environmental Water Holder.
Manufacturing and	What do you think is the outlook for each industry?	Dependant on water availability.
Manufacturing and processing	What key industry matters should GMW include in development of its strategy?	Labour costs .
	What key industry matters should GMW include in development of its strategy?	Emerging domestic and stock bores extraction for small lot irrigation.

Industry name	Question	Answer
	What key industry matters should GMW include in development of its strategy?	Non-metered lifestyle property.
	What key industry matters should GMW include in development of its strategy?	Fixed charge allocations.
	What key industry matters should GMW include in development of its strategy?	Focus on delivering water.
	What key industry matters should GMW include in development of its strategy?	Tagged trade back to original system water derived from.
	What key industry matters should GMW include in development of its strategy?	Blue-sky tariffing.
Horticulture	What do you think is the outlook for each industry?	Tough - cost of production is too high.
Horticulture	What do you think is the outlook for each industry?	Water security.
Mixed farming	What do you think is the outlook for each industry?	Outlook is good.
Recreation	What do you think is the outlook for each industry?	User pays.
Manufacturing and	What do you think is the outlook for each industry?	Needs to be encouraged/supported.
Specialist & emerging	What do you think is the outlook for each industry?	Seed carrot, poppies.
Horticulture	What do you think is the outlook for each industry?	1.Almonds - private diverters, 112 month supply. 2.Future looks strong - growers and processors need to be at their best. 3.Olives - emerging Asian markets
Mixed farming	What do you think is the outlook for each industry?	Steady - more opportunities
Recreation	What do you think is the outlook for each industry?	Strong and influential.
All	What (if any) role should GMW play in supporting	Support existing customers first.
All	What (if any) role should GMW play in supporting	Continue to work with new and emerging industries
All	What (if any) role should GMW play in supporting industries in its region?	Drive costs down - relentlessly.
Dairy	What key industry matters should GMW include in development of its strategy?	1. High level of advocacy on principles of equity i.e. water delivery fees according to land and water entitlement/licencing statuses. 2. Distribution principle: EXCESS ENVIRONMENTAL WATER return to consumptive pool. 3. Focus on core purpose-allow industry groups to do same. Understand and work together - but maintain distinctive operation. 4. Store and deliver water reliably and efficiently.
Dairy	What do you think is the outlook for each industry?	Challenge in delivering stability and integration to ensure industries can interact viably and support regional communities.
Dairy	What (if any) role should GMW play in supporting industries in its region?	1. Store and deliver water reliability efficiently and equitably. 2. GMW needs to assert its credibility in the national conversation on water. 3. Ensure effective advocacy on behalf of all irrigators. 4. Recognise the risk associated with prioritising on the SMDB.

Industry name	Question	Answer
Dairy	What do you think is the outlook for each industry?	<ol style="list-style-type: none"> 1. Beef on irrigation unviable 2. Current confidence in dairy uncertain 3. Water price fluctuations and drivers undermine business confidence,invest and planning 4. Consider irrigation changing season allocation 5. Availability must align with FARM BUSINESS PLANNING PROCESS 6. Consider water availability 7. Advocacy on alignment of carryover rules to support industry 8. Major issue - water reliability/availability 9. Commodity prices.
	What (if any) role should GMW play in supporting industries in its region?	Stop being reactive and start being PROACTIVE
Dairy	What (if any) role should GMW play in supporting industries in its region?	Research and development
Horticulture	What (if any) role should GMW play in supporting industries in its region?	<p>Horticulture - Research and development promotion/education - Costs too high compared sight</p> <p>Direct diversion- 12 months supply (LMW - 50% reduction to connect)</p>
Specialist & emerging	What (if any) role should GMW play in supporting industries in its region?	Pipelines - 12 months supply and 100% reliability involve regional infrastructure and development.
Specialist & emerging	What (if any) role should GMW play in supporting industries in its region?	<p>Irrigated cropping council - researching high-value crops-poppies, cotton, high value cropping.</p> <p>Water - use efficiently.</p> <p>Look at 12 months supply - climate change.</p> <p>Changes water demands for irrigating.</p> <p>Stock and cropping.</p> <p>At present any decisions process too lengthy needs to speed up.</p>
Dairy	What do you think is the outlook for each industry?	<p>Positive future - Water availability/price key driver - deliver share and pricing.</p> <p>Change in farming systems - research and development</p>
Horticulture	What do you think is the outlook for each industry?	Positive future - encourage GMW - Greenfields.
Mixed farming	What do you think is the outlook for each industry?	OK - good. Diversification is key; flexibility.
Recreation	What do you think is the outlook for each industry?	Pricing systems for recreational use.
Specialist & emerging	What do you think is the outlook for each industry?	GMW has to complete in pricing to attract new farmers and industry.
Dairy	What do you think is the outlook for each industry?	<p>Dairy figures should be specific to GMID.</p> <p>Very pessimistic.</p>
Horticulture	What do you think is the outlook for each industry?	<p>Neutral - price/yield is unchanged</p> <p>processed fruit and veg more stable financially than fresh fruit.</p>
Mixed farming	What do you think is the outlook for each industry?	Very good - diversity in areas is healthy.
Recreation	What do you think is the outlook for each industry?	No skin in game. Concentrate on core business.
Manufacturing and	What do you think is the outlook for each industry?	Important key to some industries.
Specialist & emerging	What do you think is the outlook for each industry?	Let market forces take their force.

Industry name	Question	Answer
Specialist & emerging	What key industry matters should GMW include in development of its strategy?	How important is productive agriculture and its value adding industries/manufacturing? Its paramount. Look after those who pay the bills.
Specialist & emerging	What (if any) role should GMW play in supporting industries in its region?	No free kicks - not at expense of existing customers. No red tape/delay in Connections.
	What key industry matters should GMW include in development of its strategy?	Labour/cost/technology.
	What key industry matters should GMW include in development of its strategy?	Climate change, water, harvesting.
	What key industry matters should GMW include in development of its strategy?	GMID footprint.
	What key industry matters should GMW include in development of its strategy?	Environment share of resources.
Horticulture	What do you think is the outlook for each industry?	Smaller acreage.
	What (if any) role should GMW play in supporting industries in its region?	External: Advocating for a voice to the water minister/government Larger storages Environment water used more than once, may include irrigation Internal: To deliver as much water as possible to reduce costs Ease of am. transaction. Water trade. fees charges
	What (if any) role should GMW play in supporting industries in its region?	Cheaper cost structure (some cost relate to vol use? 90/10 (fixed and variable revenue). System maintenance. Limit recreation activities, conflict of interest. Increase length of season. Portal of access for new industries Consistent carryover rules access (MDB) Review reserve policy (possible scrapping) GMW rather than DPI determine water policy. Privatisation?
Dairy	What do you think is the outlook for each industry?	Poor in short to medium, perhaps even long.
Horticulture	What do you think is the outlook for each industry?	Good if trade momentum is maintained; nuts, if currency and commodity pricing remains strong, will be strong.
Mixed farming	What do you think is the outlook for each industry?	Mixed! Depend on GMW charges.
Recreation	What do you think is the outlook for each industry?	Population dependant-growth.
Manufacturing and	What do you think is the outlook for each industry?	In decline in some sectors; horticulture and dairy in trouble.
Specialist & emerging	What do you think is the outlook for each industry?	Growth.
	What key industry matters should GMW include in development of its strategy?	GMW should attempt to gain industry trend intelligence! Advocating for MDB plan to be reviewed for impact on GMID Look for ways to support advocacy

Industry name	Question	Answer
		Water trade restrictions made uniform across regions. No cross subsidisation i.e. environment. Ex e trade
	What (if any) role should GMW play in supporting industries in its region?	Don't pick winners and losers Supply water at competitive prices Mothballs currently areas not in use Market the GMID control-clean green Key players in climate change
Dairy	What do you think is the outlook for each industry?	Product development is important, slowly improving, have constant feedback (help budgeting).
Horticulture	What do you think is the outlook for each industry?	Confidence improving Olives - new growing on the back of field investment schemes Climate change, salinity risk
Mixed farming	What do you think is the outlook for each industry?	Wool strong Lamb - strong, gowning Beef strong
Recreation	What do you think is the outlook for each industry?	GMW involvement needs to maintain strong involvement
Specialist & emerging	What do you think is the outlook for each industry?	Excellent
	What key industry matters should GMW include in development of its strategy?	Climate change Victoria Economic Development Corporation (VEDC)
	What (if any) role should GMW play in supporting industries in its region?	Advocating... Attracting investment making it easier for investors to engage/purchase/etc. within region Generating revenue streams - especially recreation users Research and development - fit for purpose delivery of water Managing expectations Prioritisation of GMW (MIL model as example)
Dairy	What do you think is the outlook for each industry?	% of water use consistent, but vol reduced due to efficiencies. Poor confidence. Number of farms decreasing. But production continue by a small number. Potential for investment if barriers low.
Horticulture	What do you think is the outlook for each industry?	growth area for increase \$. Challenges-water security, investment, workforce
Mixed farming	What do you think is the outlook for each industry?	Increased opportunity +flexibility given water available. Dependant on larger land parcel availability
Recreation	What do you think is the outlook for each industry?	Increased use. Managing expectations. User pay all
Manufacturing and processing	What do you think is the outlook for each industry?	Potential to decline in future if no supports. Exporting of production need to value add to support industry.
Specialist & emerging	What do you think is the outlook for each industry?	Reliability of water vital and quality. Significant investment required to continue growth.
Specialist & emerging	What key industry matters should GMW include in development of its strategy?	Controlling nature (water security) - strong more when falls to use during dry periods - look where dams located - where rain Cloud seeding Pump water north from desal plant

Industry name	Question	Answer
Specialist & emerging	What key industry matters should GMW include in development of its strategy?	Regional benefit of industry to others area of the economy (flow on jobs and related industries from dairy industry) Water delivery is fit for purpose and benefit of industry being serviced (research and development)
Dairy	What (if any) role should GMW play in supporting industries in its region?	Cap trade out of GMID. Quantify losses downstream-transfer losses. Advocate to charge all water owners including traders for system upkeep. Work with CMA etc. for environmental water to use GMW assets and be charged. Better interaction with councils etc. to encourage investments in GMID. Young farmers 'water' loans from government to keep water in GMID.
Dairy	What do you think is the outlook for each industry?	Different short term outlook. Water is large part of the business.
Horticulture	What do you think is the outlook for each industry?	Generally positive export opportunities. Good, capital cost huge set.
Mixed farming	What do you think is the outlook for each industry?	Water major cost - input costs (land, water) too high in GMID.
Recreation	What do you think is the outlook for each industry?	User pays? Industry growing.
All	What (if any) role should GMW play in supporting industries in its region?	GMW should work with industries to understand current and future trends and challenges to plan better and meet the needs of industries.
All	What key industry matters should GMW include in development of its strategy?	GMW should consider industry trends both locally and globally when developing a future strategy. It should also include employment projections and community impacts from industries within our region.
All	What (if any) role should GMW play in supporting industries in its region?	GMW should work with the industries in the region. Listen to the industries and try not to work against. GMW should be a friend not an enemy to the industries.
All	What (if any) role should GMW play in supporting industries in its region?	Deliver services to allow for growth. Water needs to be affordable and flexible. Encourage high value water use to encourage more jobs. Help develop farm systems that improve profitability and improve water use efficiency. Support dairy as it's the most water net usage buyer and consistently purchases water.
All	What key industry matters should GMW include in development of its strategy?	Support high users of net water purchasers. Focus on core business that is delivering water and the most efficient cost-effective way to get it to the customer. Maintain assets so they don't need to be repaired as often. Some of GMW assets should never have got to the state they're in. Tighter control and governance over projects to ensure minimal time and cost blowouts. Consequences should be in place if timelines are not met.
Dairy	What do you think is the outlook for each industry?	Focussed on irrigation and Domestic and Stock
Horticulture	What do you think is the outlook for each industry?	Focussed on irrigation and Domestic and Stock
Mixed farming	What do you think is the outlook for each industry?	Focussed on irrigation and Domestic and Stock

Industry name	Question	Answer
All	What (if any) role should GMW play in supporting industries in its region?	We need to work out what critical to quality looks like (which may be very different for each customer segment) and focus strategy around that. So the 'support' from GMW I believe customers want is reliable and timely delivery of water. But what is 'critical to quality' needs to be defined first.
All	What key industry matters should GMW include in development of its strategy?	I don't really have enough knowledge to comment on this.
All	What (if any) role should GMW play in supporting industries in its region?	GMW should not try to 'pick winners.' However it should have good intelligence on the future of industries so that it can structure its business model to support industries.
All	What key industry matters should GMW include in development of its strategy?	At various times the Loddon Valley Water Services Committee have indicated that they would like to operate their area under a co-op model and take over responsibility from GMW (i.e. similar to the NSW models). The Loddon Valley contains a number of opportunistic/mixed dryland farming properties. This business model could be considered. <u>Selling bulk water to grower owned irrigation co-ops/companies.</u>
All	What do you think is the outlook for each industry?	It doesn't matter as long as the customer uses the water/service and pays for it. We are not industry experts and should not pretend we are. Developing strategies for such a dynamic space as the ebb and flow of industry fluctuation will only exacerbate the fluctuation. <u>Industries will fluctuate, they will not disappear.</u>
Recreation	What do you think is the outlook for each industry?	Recreation is not one of our industries it is a side line to our prime purpose and should not be given the same importance as irrigation. We do not have the political appetite for it but urban dams do not allow recreational use - Thompson, Yan Yean, Sugar loaf etc.
All	What (if any) role should GMW play in supporting industries in its region?	We are not experts in this field and should not pretend we are, we should not be giving/or not giving support to any one industry type but instead giving to all industry types. Our role is to support the industries by providing water/service. Don't pretend we know what service level they require and we will not know by asking six or seven high profile customers. It is all down to the dollar, more for less and make it affordable for all our customers. Get rid of Delivery Share. Delivery share impedes development. It locks elderly farmers into farming for much longer than they intend as they are unable to sell their properties with Delivery Share. The current model does not let farmers manage their own properties. It is premised in the Govt view that farm land should seek out the most profitable enterprises. That has not occurred. The Delivery Share concept is flawed, it is not relevant to planners planning water use, it is only a tool to apply for a tariff. It should be made 1:1 1DS for 1ML of water entitlement held, that way it would be tradeable and find its own market (which was always the intention of the concept – however holds no value when 1:2.7).
All	What key industry matters should GMW include in development of its strategy?	Technology - i.e. 365 day delivery. Changes in industry and partnering in emerging industry rather than just being a service delivery providers. Understanding what emerging industries need. Economic development forums and our role in bringing new investment to our region. Shift in dealing like business to customer, we are now a business to business.

Industry name	Question	Answer
All	What (if any) role should GMW play in supporting industries in its region?	GMW has a pivotal role in supporting industry. Do we appreciate our reliance on them? Should this be more publically noted? We as a business need to define what our core business is. So many players in the recreation space. Can we do more to support recreation? Do we spend customer money to support recreation users, who pay nothing to use the water? GMW should reduce bill prices for customers affected by the dairy crisis to support them.
All	What (if any) role should GMW play in supporting industries in its region?	Should GMW concentrate on its core services? What are its core services? We should identify and concentrate on them. We should be agile, able to adapt to support industry growth - whatever industry that is. Concentrate on what we can add value to.
All	What (if any) role should GMW play in supporting industries in its region?	Leadership role in GMID and outside GMID Partnering with other rural water corporations Partnership/collaborations with industry bodies and other research and development organisations Advocating for more water efficiencies Limit water transferring outside the GMID
All	What (if any) role should GMW play in supporting industries in its region?	GMW should support all industries/customers to maximise its potential to gain \$ and it works hand-in-hand with our delivery of water. Diversify and expand/growth within the water industry
All	What key industry matters should GMW include in development of its strategy?	Preservation of our resource firstly and making sure demand can be met. Agriculture needs to be a key industry as it's a big part of our GMID.
All	What (if any) role should GMW play in supporting industries in its region?	Minimise cost for water Planning to facilitate agricultural development Assist development with pre-application advice Partner industries to get sustainable outcomes. i.e. Nutrient balance for agricultural industries and compliance with SEPP Water for Victoria
All	What key industry matters should GMW include in development of its strategy?	The balance between agriculture and the environment. Given that Sustainable Diversion Limits (SDL) often exceed capacity of the waterway. Balance jobs/agriculture against environmental value.
All	What (if any) role should GMW play in supporting industries in its region?	Helping to lobby and gain support for improvements to dairy industries. Need to fix our own 'backyard' and stop wasting money internally in order to deliver water at more affordable prices
All	What key industry matters should GMW include in development of its strategy?	Sustainability and stability to be an employer of choice.
All	What (if any) role should GMW play in supporting	We should support in creating a customer charter that suits all.
All	What key industry matters should GMW include in development of its strategy?	Provide the best delivery service of water to all industries and private enterprises.
All	What (if any) role should GMW play in supporting industries in its region?	Manage water, water delivery in accordance with trends, fairness across industries and at as low on cost as possible. Water delivery should be seamless.

Industry name	Question	Answer
All	What key industry matters should GMW include in development of its strategy?	Current industry trends, future industry predictions. Why so much environmental flows when allocation is less than 100%?
All	What (if any) role should GMW play in supporting industries in its region?	Liaison with councils to determine future industry development applications to ensure that GMW has a clear understanding of emerging industry trends, strategic planning for each region and development applications. GMW should be pro active to ensure industry water resources and facilities can be provided in the future rather than being reactive. Strategic planning can also help ensure the protection of industry via planning schemes amendments processes. i.e. protect of farming zones etc.
All	What key industry matters should GMW include in development of its strategy?	Land use planning and development Market demands Population growth forecasts - how will various industry provide food resources to the area, bearing in mind export markets etc. Other industry and jobs which stem from the core industries mentioned. i.e. manufacturing/retail when allocation resources. Who is affected by GMW's decisions? What are the impacts? How many jobs will be created and/or lost? Environmental policy
All	What (if any) role should GMW play in supporting industries in its region?	Research and development for more efficient water use in industries Apply more commercial focus to exploit recreational use of land/water More proactive in chasing grants/partners \$ to apply to recreation facilities development and management Develop better internal processes to enable GMW to achieve efficiencies and better outcomes for customers as reward for custom
All	What key industry matters should GMW include in development of its strategy?	MDBA Impacts (environmental) should be taken into account Worldwide policy-influences on import/export markets - projections on impacts to key industry Aging demographics - labour, traditional farming families will be impacted Ability for industry to pay - avoid crippling industry with raising costs for water
All	What (if any) role should GMW play in supporting industries in its region?	Arm Water Services Committees with lobbying government responsibilities. If GMW lobby against government to support customers, there is a risk government will establish/employ another water industry provider and dissolve GMW. I think the government should be providing funding/support to help customers merge to new profitable business - whether that involves GMW or not. The government do need to become accountable to protect and improve industry and retain employment and production opportunities. It would be a positive to see GMW support its customers but given we are a government industry. I'm not sure how this can be done without risking GMW. Consider privatisation.
Dairy	What key industry matters should GMW include in development of its strategy?	Encourage and support farmers to opt out or amalgamate land for sale with neighbours to establish larger herd farms. Offer rural relocation options to re-home to smaller rural subdivisions - considering risk of allowing smaller subdivisions rurally.
All	What key industry matters should GMW include in development of its strategy?	Look at rural domestic and stock users supplying own water through unlicensed dams to encourage the on farm catchment and reduce costs and supply by GMW to them.

Industry name	Question	Answer
Recreation	What key industry matters should GMW include in development of its strategy?	Investigate and capitalise on commercial opportunities.
All	What (if any) role should GMW play in supporting industries in its region?	GMW should buy local and use local providers for goods and services where they are available. Support of local companies and communities is essential for local industries and businesses.
All	What (if any) role should GMW play in supporting industries in its region?	Goulburn Murray Water should have a major role in supporting <u>local</u> industries.
Recreation	What key industry matters should GMW include in development of its strategy?	Government incentive for foreshore lands Club lease/caravan park must be improved to encourage visitors Users pays - fees for accessing rec areas Community engagement Getting shires involved
Recreation	What (if any) role should GMW play in supporting industries in its region?	Better facilities in areas Barcode scanners to find out information on each Recreational Reserve, eg. QR code scanner Look at charging for entry Look at designated camp sites Recycling machines - money for rubbish
Manufacturing and processing	What key industry matters should GMW include in development of its strategy?	Water security Restrict water sales/transfers to non-water users/investors Keep water closer to basins/storage areas Water stay with the land Make water cheaper to run
Manufacturing and processing	What (if any) role should GMW play in supporting industries in its region?	x - Amount of delivery share you should pay more 12 month supply of irrigation after modernisation complete to do all processing during the year Smarter ways to do construction and maintenance so have water all year
Dairy	What (if any) role should GMW play in supporting industries in its region?	Reduce our costs and pass it on e.g. hibernate outlets Review costs for non-water users versus water users GMW should never have unbundled Fees clearer, more transparency
Dairy	What key industry matters should GMW include in development of its strategy?	Water pricing Future outlook
	What (if any) role should GMW play in supporting industries in its region?	Sustainable price, affordable price for delivering Longevity water supply e.g. handout and capture. Innovation for infrastructure

Industry name	Question	Answer
	What key industry matters should GMW include in development of its strategy?	Take into account variable commodity prices All year supply - veg growers Flexibility on delivery
	What (if any) role should GMW play in supporting	Research consultants
	What key industry matters should GMW include in development of its strategy?	Research consultants
	What (if any) role should GMW play in supporting industries in its region?	GMW needs to be more consistent on what it provides - the delivery of water. Too much other side silos are being created in the business
	What key industry matters should GMW include in development of its strategy?	Make water available 365 days a year For all water delivery services Gravity Diversions Lower costs to promote growth of new customers
	What (if any) role should GMW play in supporting	Doing everything to keep prices as low as possible.
	What (if any) role should GMW play in supporting	By providing water at the best price possible.
	What key industry matters should GMW include in development of its strategy?	GMW look after GMW. Understand worst thing to happen.
	What do you think is the outlook for each industry?	Prices lower GMW - look after water first Does management know what staff doing?
	What (if any) role should GMW play in supporting industries in its region?	Discuss important issues with customers Support new industries
	What key industry matters should GMW include in development of its strategy?	Key users and growth and profits, reliable.
	What (if any) role should GMW play in supporting industries in its region?	Produce better support More cost efficient pricing More consistent Get back to core business
	What do you think is the outlook for each industry?	Helping customers understanding how the system works. More interactions with customers by management.
	What (if any) role should GMW play in supporting	Delivering water at an affordable price so finance can be profitable.
	What (if any) role should GMW play in supporting industries in its region?	Make water affordable Consistent delivery Focus on core business-water delivery Maintenance and customer support
	What key industry matters should GMW include in development of its strategy?	Industry growth and profitability boils down to water price and reliability
	What (if any) role should GMW play in supporting industries in its region?	Keeping cost down - lower price Make it affordable
	What key industry matters should GMW include in development of its strategy?	Price down to keep customers

Industry name	Question	Answer
	What (if any) role should GMW play in supporting industries in its region?	1. Cost efficient water delivery 2. Too many silos - should only supply water and keep system in good repair, as cost effective as possible. 3. Customer interaction is lost from days gone by!
	What (if any) role should GMW play in supporting industries in its region?	Concentrate on delivering water! Make water as affordable as possible! Deliver on what our customers need as a whole, not that the new with internal CONTACT want
	What (if any) role should GMW play in supporting industries in its region?	Communications to inform customers of GMW future problems Price (Capacity/reliability/customer service) Water trading by non land holders should be regulated Long-term viability of customers Price volatility Global warming Encourage new entrants into the dairy industry Understand needs and how we can support them from a delivery and service perspective Advocate for the customer - legislative requirements Work with industry bodies to support their objectives Sustainability of industries at a body level Understand /monitor/ report on growth/retraction of industries. Attraction of new industries e.g. cotton, almonds, rice. Operational and engineering improvements to meet needs of service delivery requirement. eg. high flow, water on demand. Industry profitability Provide information to customers about where to grow certain crops or start farms This is a government policy question and less about the business role of delivering a product Continue to provide accurate, early and concise information Stakeholder engagement Understand water use requirements. eg. would the utilise 365 day service delivery

Industry name	Question	Answer
	What key industry matters should GMW include in development of its strategy?	Act as a catalyst to encourage the most efficient producers with the highest produce output. Depends on how these industries want GMW to help Support better use of water Offer financial incentives to use less water more efficiently Interaction with business in the region who rely on farmers Alternative water delivery methods Value ad BOM services? Enhance public access to relevant info in a relevant format, including hardcopy for some. Comms to inform Ongoing consultation with customers to stay on top of their requirements/desires.
	What (if any) role should GMW play in supporting industries in its region?	Listen to our customers .
	What (if any) role should GMW play in supporting industries in its region?	Supply water to customers when they want it.
	What (if any) role should GMW play in supporting industries in its region?	Keep it simple for customers.
	What (if any) role should GMW play in supporting industries in its region?	Decent electronic portal for customers to connect to GMW to get something fixed or some information ("Maximo" for customers?)
	What (if any) role should GMW play in supporting industries in its region?	Don't tell/advise how to run a farm.
	What (if any) role should GMW play in supporting industries in its region?	Maintain assets to suitable standards.
	What (if any) role should GMW play in supporting industries in its region?	Workshops for customers to use/buy water more efficiently.
	What (if any) role should GMW play in supporting industries in its region?	Encourage new start farms in most suitable areas.
	What (if any) role should GMW play in supporting industries in its region?	Continue to store and deliver water.
	What (if any) role should GMW play in supporting industries in its region?	Provide water on demand as uses change.
	What (if any) role should GMW play in supporting industries in its region?	GMW identifies opportunities to sell to best positioned customers (soils, cost of delivery) - prioritise customers viability
	What (if any) role should GMW play in supporting industries in its region?	Store, deliver, move water.
	What (if any) role should GMW play in supporting industries in its region?	Meet customers' needs.
	What (if any) role should GMW play in supporting industries in its region?	Support other local services e.g. Eng.
	What (if any) role should GMW play in supporting industries in its region?	Promotion lead role in agriculture.

Industry name	Question	Answer
	What (if any) role should GMW play in supporting industries in its region?	Sustainable, reliable and cost effective water delivery.
	What (if any) role should GMW play in supporting industries in its region?	Improve water quality.
	What (if any) role should GMW play in supporting industries in its region?	Limit the loss of permanent water, therefore water is not permanently traded out of the GMID.
	What (if any) role should GMW play in supporting industries in its region?	Ensure water is available at the right time of the year (considering the customer base).
	What (if any) role should GMW play in supporting industries in its region?	Ensure that water prices are competitive against other regions.
Dairy	What do you think is the outlook for each industry?	There will be less customers but bigger holdings. This trend will continue into the future.
Dairy	What do you think is the outlook for each industry?	Some of the bigger dairy customers may have overseas backing (ie. New Zealand)
Dairy	What do you think is the outlook for each industry?	Viability is also achieved by efficiency strategies. Successful businesses invest in efficiency infrastructure.
Dairy	What do you think is the outlook for each industry?	The age of the farmer plays an important role in the farm investment. Huge debt will accompany any new starters to the industry.
Dairy	What do you think is the outlook for each industry?	Climatic variability may impact on the viability of dairy properties in the upper catchments where irrigation is more reliant on local rainfall.
Dairy	What do you think is the outlook for each industry?	There seems to be a greater market for boutique products through value adding products.
All	What do you think is the outlook for each industry?	In the unregulated and groundwater areas, there would be a growth across a number of sectors if water was more easily available.
Specialist & Emerging	What do you think is the outlook for each industry?	Intensive animal husbandry industries increasing in areas outside the GMID and relying on groundwater resources. Expect that these industries will continue to develop, but there will be a continual push from communities to limit these developments.
Mixed and dryland farming	What do you think is the outlook for each industry?	These industries will continue to decline, but customers may grow for themselves (feed for their own stock) verses having significant input into the market.
Mixed and dryland farming	What do you think is the outlook for each industry?	Irrigating cereals is a secondary concern to most mixed irrigators. The irrigation complements their dryland cereal crops.
Dairy & Horticulture	What do you think is the outlook for each industry?	The proliferation of lifestyle properties threatens the ability for large scaled investment across all sectors.
Specialist & Emerging	What do you think is the outlook for each industry?	New innovation is always emerging allowing different industries to expand and utilise GMW services.
Specialist & Emerging	What do you think is the outlook for each industry?	The proliferation of lifestyle properties creates opportunity for specialist industries to develop.
	What (if any) role should GMW play in supporting industries in its region?	They should play a major role due to the information they have at their finger tips.
	What (if any) role should GMW play in supporting industries in its region?	There is a role within GMW to undertake activities that would be seen as assisting/promoting development. Current field based staff could be skilled up to undertake these activities with the assistance of a coordinated approach.

Industry name	Question	Answer
	What (if any) role should GMW play in supporting industries in its region?	Work more closely with shires with respect to the promotion of the GMW regions and the attraction of industries.
	What key industry matters should GMW include in development of its strategy?	There is a need to expand the support mechanisms for efficiency improvements within the dairy industry/flood irrigators. GMW could lobby to have efficiency related grants available to all customer categories rather than just GMID based properties seeking savings with the Connections Project.
	What key industry matters should GMW include in development of its strategy?	Look at the emerging trends in crop types and look to promote developments.
	What key industry matters should GMW include in development of its strategy?	Influence improvement to trading rules to promote development rather than restrict it. Allow sleeper licenses to be traded to make their entitlements available for use.
	What key industry matters should GMW include in development of its strategy?	More research and development and field days to promote industry segments and developments in technology.
	What (if any) role should GMW play in supporting industries in its region?	To ensure GMW is run as an efficient business and lobby with Government to gain better water prices for farmers
	What (if any) role should GMW play in supporting industries in its region?	GMW should stick to its core business of delivery of water to customers. All industries should be treated equally and fairly. If GMW gets an opportunity to help industries out, they should do so but shouldn't be chasing or creating these opportunities.
	What (if any) role should GMW play in supporting industries in its region?	Provide the best possible water delivery service to all industries in the region, to enable more job growth and job opportunities.
	What (if any) role should GMW play in supporting industries in its region?	Recreation is highly important but should not be the responsibility of GMW or its customers GMW should support all industries purchasing raw water including irrigators, domestic and stock customers, urban with an equitable pricing system Recreational usage should be managed by state government with income being channelled back to GMW/irrigation customers
	What (if any) role should GMW play in supporting industries in its region?	By providing a consistent service where possible. GMW should continue to reduce its OPEX and CAPEX spends where possible - (reducing fleet numbers, reducing carbon footprints)
	What (if any) role should GMW play in supporting industries in its region?	GMW is clearly a large influence in the growth and expansion of agriculture in Victoria GMW should play a large role in supporting industries in its region but cannot do this without more support from both state and federal government.
	What (if any) role should GMW play in supporting industries in its region?	Should partner with each industry in an attempt to drive down customers rates and charges - GMW rates are a joke. The average wage across GMW would be more than a farmer makes. This is not sustainable
	What (if any) role should GMW play in supporting industries in its region?	Should be lobbying Govt to reinstate bundling of water to land, perhaps in conjunction with the VFF. This one issue is probably the most significant "influence" on all agri-businesses and has a direct impact on business confidence and investment decisions. The effects of this policy can make or break our customers - It will make or break GMW's future and its longevity.

Industry name	Question	Answer
	What (if any) role should GMW play in supporting industries in its region?	In delivering water - provide exceptional service to our customers which includes being as transparent as possible around pricing etc.
	What (if any) role should GMW play in supporting	Should be service focused and perhaps leave the politics out of its daily operations.
	What key industry matters should GMW include in development of its strategy?	Lobby with Government to secure better pricing.
	What key industry matters should GMW include in development of its strategy?	Customer satisfaction Effective and efficient delivery of water Equally treat all industries Protection of water quality Land use planning
	What key industry matters should GMW include in development of its strategy?	Equitable pricing to all users and holders of water Handover management of recreational space to state govt - lease out/licence water bodies to government at commercial arrangement to subsidise cost of maintaining assets base
	What key industry matters should GMW include in development of its strategy?	Supporting growth in agriculture through lobbying government for resourcing in areas that are not core business but clearly obligations imposed on GMW. eg. Recreational use, land management and public asset management
	What key industry matters should GMW include in development of its strategy?	Unbundling - Rebundling Environmental water paying its fair share - storage/infrastructure fees and delivery shares
	What key industry matters should GMW include in development of its strategy?	Not industry matters as such but utilising resources (human/money and other?) to its optimum. There is a lot of duplication that takes place.
	What do you think is the outlook for each industry?	Some of the information provided in the slide show is flawed. Drought is a higher risk to horticulture, milking heifer prices are at record highs indicating confidence in dairying. This is evidence that even the consultants used to develop the slides are not experts in industry fluctuation. It changes way to quickly for us to get a handle on or keep up with.
	What do you think is the outlook for each industry?	It doesn't matter as long as the customer uses the water/service and pays for it. We are not industry experts and should not pretend we are. Developing strategies for such a dynamic space as the ebb and flow of industry fluctuation will only exacerbate the fluctuation. Industries will fluctuate they will not disappear.
	What do you think is the outlook for each industry?	Recreation is not one of our industries it is a side line to our prime purpose and should not be given the same importance as irrigation.
	What do you think is the outlook for each industry?	We do not have the political appetite for it but urban dams do not allow recreational use. – Thompson, Yan Yean, Sugar Loaf.

Industry name	Question	Answer
	What (if any) role should GMW play in supporting industries in its region?	We are not experts in this field and should not pretend we are, we should not be giving/or not giving support to any one industry type but instead giving to all industry types. Our role is to support the industries by providing water/service.
	What (if any) role should GMW play in supporting industries in its region?	Don't pretend we know what service level they require and we will not know by asking six or seven high profile customers.
	What (if any) role should GMW play in supporting industries in its region?	Get rid of delivery share. Delivery share impedes development. It locks elderly farmers into farming for much longer than they intend as they are unable to sell their properties with delivery share. The current model does not let farmers manage their own properties. It is premised in the government view that farm land should seek out the most profitable enterprises. That has not occurred. The delivery share concept is flawed, it is not relevant to planners planning water use, it is only a tool to apply for a tariff. It should be made 1:1 1DS for 1ML of water entitlement held, that way it would be tradeable and find its own market (which was always the intention of the concept – however holds no value when 1:2.7).
	What (if any) role should GMW play in supporting regional	Partnering with others easy to do business with.
	What (if any) role should GMW play in supporting regional	Obligation to leverage asset opportunity.
	What (if any) role should GMW play in supporting regional	Promote value of region.
	What (if any) role should GMW play in supporting regional	Value our investment locally.
	What (if any) role should GMW play in supporting regional	Local employment and skills.
	What (if any) role should GMW play in supporting regional	Services need to support industries.
	What (if any) role should GMW play in supporting regional	Not picking winners and losers.
	What (if any) role should GMW play in supporting regional	Secondary role - we are a water business.
	What (if any) role should GMW play in supporting regional	Partner with Regional Development Victoria; support them.
	What (if any) role should GMW play in supporting regional	Support role.
	What (if any) role should GMW play in supporting regional	Yes role: not necessarily leading regional development - support role.

Customer segment	Question	Answer	Responsiveness to price	Responsiveness to rainfall scenarios	Price	Capacity	Reliability	Customer service
	How does your customer segment use water?	N/A						
Irrigation	How do the needs differ from other segments?	Biggest user						
Domestic and stock	How do the needs differ from other segments?	Flows, Don't order						
Irrigation	How does your customer segment use water?	Permanent plantings will use water regardless of pumping costs / price of water to keep their plantings alive.						
Irrigation	How does your customer segment use water?	Unregulated customers who are subject to restrictions are more likely to hold onto more allocation than they need to ensure sufficient time in any roster.						
Irrigation	How does your customer segment use water?	For a significant number of enterprises there is more profitability in trading their water than using it.						
Irrigation	How does your customer segment use water?	Groundwater usage tends to increase as surface water sources (regulated, unregulated diversions, gravity supply) become less reliable due to climatic influences.						
Irrigation	How does your customer segment use water?	A lot of the irrigation customers in the Diversions space will only pump if required due to low rainfall, for frost protection etc.						
Irrigation	How important are these attributes to each customer segment?(Price, Capacity Reliability, Customer service)	The costs associated with pumping water (fuel/electricity/maintenance etc.) is a key attribute to Diversions irrigation customers.			Most important	Most important	Most important	Most important
Irrigation	How important are these attributes to each customer segment?(Price, Capacity Reliability, Customer service)	Reliability key attribute for IR - need access to ongoing supply.			Most important	Most important	Most important	Most important
All	How important are these attributes to each customer segment?(Price, Capacity Reliability, Customer service)	Customer service needs to be tailored to suit each individual/segment while being timely.			Quite important	Quite important	Quite important	Quite important
Irrigation	How important are these attributes to each customer segment?(Price, Capacity Reliability, Customer service)	Capacity of channels is a challenge to the Area business but no real impact on Diversions.			Not important	Not important	Not important	Not important
Irrigation	How do the needs differ from other segments?	Reliability much more of a factor in our unregulated systems than the regulated ones.						
Recreation	How does your customer segment use water?	Expect water all the time for recreation						
Recreation	How do the needs differ from other segments?	Clearly this segment are not consuming water but benefit from water owned by others This segment is opportunistic.						
Environmental watering	How do the needs differ from other segments?	Price is less important						
Power generation	How do the needs differ from other segments?	Relatively independent of other segments. They are purely reliant on the price of electricity						
Urban water corporations	How do the needs differ from other segments?	Demand is much more predictable than others						
Irrigation	How do the needs differ from other segments?	Individualised needs, geographically spread						
Irrigation	How do the needs differ from other segments?	Reliant on management						
Irrigation	How do the needs differ from other segments?	Reliant on expertise of GMW staff and services						
Domestic and stock	How do the needs differ from other segments?	water is key to their business profit						
Environmental watering	How do the needs differ from other segments?	small use - big noise						
Urban water corporations	How do the needs differ from other segments?	learning to optimise use						
Water investment	How do the needs differ from other segments?	constant use						
Flood protection	How do the needs differ from other segments?	need irrigators						
Recreation	How do the needs differ from other segments?	only noisy when wet						
Grazing and forestry	How do the needs differ from other segments?	want resource but don't pay much						
Irrigation	How does your customer segment use water?	Use= trading and consumption	Medium change	Small change				
	How do the needs differ from other segments?	Irrigation customers need to have commensurate profile with their investment- They pay the Bills!!!						
	How do the needs differ from other segments?	Some need little contact and GMW involvement delivery and supply of water.						
Irrigation	How do the needs differ from other segments?	Need: high						
Domestic and stock	How do the needs differ from other segments?	Need: high						
Environmental watering	How do the needs differ from other segments?	Need: Med to high						
Urban water corporations	How do the needs differ from other segments?	Need: Med to high						
Water investment	How do the needs differ from other segments?	Need: Low						
Flood protection	How do the needs differ from other segments?	Need: low						
Recreation	How do the needs differ from other segments?	Need: Low						
Grazing and forestry	How do the needs differ from other segments?	Need: very low						
Applications, licensing and permits	How do the needs differ from other segments?	Need: Med to high						
Commercial	How do the needs differ from other segments?	Need: low						
Power generation	How do the needs differ from other segments?	Need: low						
Power generation	How do the needs differ from other segments?	Rainfall and storage space to make electricity where the spot price peaks						

Customer segment	Question	Answer	Responsiveness to price	Responsiveness to rainfall scenarios	Price	Capacity	Reliability	Customer service
Commercial	How does your customer segment use water?	Engineering capture-environmental works						
Applications, licensing and permits	How does your customer segment use water?	use the technology and risk acceptance						
Grazing and forestry	How does your customer segment use water?	accounting for consumption through lack of runoff						
Recreation	How does your customer segment use water?	water reliability -quality services-e.g.. Fuel, sewages discharge facilities -toilet bocks						
Flood protection	How does your customer segment use water?	infrastructure -operating rules -air space						
Water investment	How does your customer segment use water?	storage fee anomalies , urban water engagement						
Irrigation	How do the needs differ from other segments?	S&D is on top year round-pricing should reflect. Irrigators need water timely mannered/enviro can wait recreation want the storages full/irrigators want to use storages						
Recreation	How do the needs differ from other segments?	Want reservoir full/asset full						
Water investment	How do the needs differ from other segments?	Want a return on the input only not focussed on proactive use/Environment						
Environmental watering	How do the needs differ from other segments?	Questionable benefits of the use						
Urban water corporations	How do the needs differ from other segments?	Reliable & quality. -Gardens? Disposal issue						
Domestic and stock	How do the needs differ from other segments?	Higher priority						
Recreation	How do the needs differ from other segments?	It's not a necessity, but a nice to have. It does have a flow on effect to the community through tourism dollars. People want to see where their licencing/fee money goes. People want to see facilities kept clean & modern e.g. toilets & barbeques. Water quality is most important. Any water born diseases have high impact e.g. no swimming, fishing etc.						
Irrigation	How do the needs differ from other segments?	Want reliability & want the water when they order it to the flow rate they order						
Domestic and stock	How do the needs differ from other segments?	Don't want to pay for water they can't use						
Applications, licensing and permits	How do the needs differ from other segments?	Can often be taken care of for the customer by a consultant or third party. They don't really care about cost, but often want their application <u>now</u> . We do have a massive issue though with private works licence assets. For example occupational crossings, the conditions in private works licences are often not clear about whose job it is to maintain it & GMW often end up having to maintain it costing \$\$\$						
Domestic and stock	How does your customer segment use water?	Water used for watering gardens, stock water & flushing toilets	Willing to pay to point where it is cheaper than installing tank & purchasing water (can purchase water for \$130/18000 L)					
Recreation	How do the needs differ from other segments?	Other segments derive profit/business from water. But rec/environmental water are a low contributor to our bottom line/revenue portfolio. Relatively low effort from a maintenance perspective						
Environmental watering	How do the needs differ from other segments?	Other segments derive profit/business from water. But rec/environmental water are a low contributor to our bottom line/revenue portfolio. Relatively low effort from a maintenance perspective						
Irrigation	How do the needs differ from other segments?	Customer service lower importance for all. Irrigators more concerned about price. Capacity & reliability are key drivers.						
Environmental watering	How do the needs differ from other segments?	Cost less important to environmental water. Due to being driven by government net market						
Environmental watering	How do the needs differ from other segments?	Environmental water needs consistent flow. Cultural water requires different types of flow						
Recreation	How do the needs differ from other segments?	Recreational water needs retention of water in storages						
Environmental watering	How does your customer segment use water?	Environmental water uses 32.56% of our water yet is only responsible for 7.45% of our revenue!						
Irrigation	How does your customer segment use water?	Uses 63.6% of our water and is responsible for 61.36% revenue	Agriculture is exposed. Rural/residential & Tourism less					
Irrigation	How do the needs differ from other segments?	Irrigations costs impinge on Dairy & Horticulture as they operate within an international deregulated market						
Recreation	How do the needs differ from other segments?	Not for food production No fixed customer base No fees charged No % from licences etc to GMW						

Customer segment	Question	Answer	Responsiveness to price	Responsiveness to rainfall scenarios	Price	Capacity	Reliability	Customer service
Irrigation	How do the needs differ from other segments?	Irrigators need water on the spot for their farming environment Largest user & profit for GMW Weather conditions uncontrollable						
	How do the needs differ from other segments?	Irrigates need water on the spot for their farming environment. Largest use +profit for GMW weather condition uncontrollable						
	How important are these attributes to each customer segment?	direct connection from Reg and non Reg system	environment not responses to price	create opportunity to water				
	How do the needs differ from other segments?	Reliability possible all year supply						
Irrigation	How does your customer segment use water?	Responsiveness to price: Generally good about prices Responsiveness to rainfall scenarios: Less water used off rivers after rainfall. Trading: If costs are too high -trading happens						
	How does your customer segment use water?	Responsiveness to price: does have an effect more water used when prices are low Responsiveness to rainfall scenarios: Has high effect when we get significant rainfall						
	How does your customer segment use water?	Environment needs to pay!						
Irrigation	How does your customer segment use water?	Very much dependant on market price and allocation as to whether they use or not.						
Irrigation	How does your customer segment use water?	The level of pumping is influenced also by the input costs of power and diesel.						
Irrigation	How does your customer segment use water?	Groundwater is relied upon to a greater extent in years when surface water is in shortage. It is more reliable but quality can vary.						
Irrigation	How does your customer segment use water?	Responsive to the availability of feed (buy in rather than grow themselves).						
Water investment	How does your customer segment use water?	Use trade to make a profit rather than irrigate themselves.						
	How important are these attributes to each customer segment?(Price, Capacity Reliability, Customer service)	Price is extremely important to the smaller niche markets that aren't scale dependent.						
	How important are these attributes to each customer segment?(Price, Capacity Reliability, Customer service)	There appears to be a higher appetite for customer service in the smaller industries rather than the larger ones. The bigger the industry/business, the less time they appear to have to engage via customer service						
	How important are these attributes to each customer segment?(Price, Capacity Reliability, Customer service)	The bigger industries seem to be more educated in terms of the products and information. Smaller customers require more assistance.						
	How important are these attributes to each customer segment?(Price, Capacity Reliability, Customer service)	Capacity is less of a concern in the Diversions business due to the nature of delivering entitlement via rivers. This should be a benefit to promoting growth in these areas supplied by Diversions.						
	How important are these attributes to each customer segment?(Price, Capacity Reliability, Customer service)	Reliability is an increasing concern as a result of climate change.						
	How important are these attributes to each customer segment?(Price, Capacity Reliability, Customer service)	System reliability is currently impacted by the current rules around the installation of upper catchment domestic and stock dams.						
	How important are these attributes to each customer segment?(Price, Capacity Reliability, Customer service)	Urban growth can influence return flows to streams as a result of stormwater runoff. In some cases streams have benefited from these developments.						
	How do the needs differ from other segments?	All customer segments within the Diversions operational area have a greater scope for new development.						
	How does your customer segment use water?	It doesn't - it's too expensive to use and are better off selling it. Cannot get a return from putting water on the ground when it is this expensive. (Sheep and wheat).						
Irrigation	How does your customer segment use water?	Irrigation and domestic and stock.	Large change	Large change				
	Which customer segments are likely to grow/shrink? Which present additional revenue opportunities?	We can impact, increase recreation and land , decrease gravity irrigation, domestic and stock growing but can we dry off some. Land consolidation Move customers non paving-paving						
	Which customer segments are likely to grow/shrink? Which present additional revenue opportunities?	Commercial growth						
	Which customer segments are likely to grow/shrink? Which present additional revenue opportunities?	VEWH/CEWH increase \$						

Customer segment	Question	Answer	Responsiveness to price	Responsiveness to rainfall scenarios	Price	Capacity	Reliability	Customer service
	Which customer segments are likely to grow/shrink? Which present additional revenue opportunities?	Dairy shrink - industry S.E. commodity price						
	Which customer segments are likely to grow/shrink? Which present additional revenue opportunities?	Opportunity: dairy how apply water/use water can be viable.						
	Which customer segments are likely to grow/shrink? Which present additional revenue opportunities?	How is the pie being carved up differently - is there an opportunity here? Pie = Revenue/water availability Split of the existing						
	Which customer segments are likely to grow/shrink? Which present additional revenue opportunities?	Horticulture: if it grows, can do more with water available.						
	Which customer segments are likely to grow/shrink? Which present additional revenue opportunities?	Affordability Hvdro-opportunity to grow: 'mini hvdro' and revenue						
	Which customer segments are likely to grow/shrink? Which present additional revenue opportunities?	Stock and domestic/peri urban growth - regional growth, some will shrink Opportunity for new service						
	Which customer segments are likely to grow/shrink? Which present additional revenue opportunities?	SE costs						
	Which customer segments are likely to grow/shrink? Which present additional revenue opportunities?	Recreation: growth user pays and recover.						

Customer segment	Question	Method used	Frequency	Nature of interaction	Answer
Urban water corporations	How does your segment currently engage with GMW? How does your segment currently engage with GMW?	Varies	Daily to annual	Operational aspects (flow, quality); risk management (e.g.. Safe Drinking Water Act obligations); strategic	
Recreation	How does your segment currently engage with GMW?	Cyclical	more often in summer	Enquiring about algae alerts, often want more information and to be reassured; complaining about storage levels	
Domestic and stock	How does your segment currently engage with GMW?	Phone	Often	Phone	
All	How does your segment currently engage with GMW?	Local engagement - direct contact with Diversions Inspector. Through application process (licensing). Use of Call Centre.	Will only hear from them on a needs basis.	Customer is quite often apathetic about being consulted in any GMW decision-making as they have to trawl through irrelevant material to get to the subject matter. More likely to throw material away.	
Recreation	How does your segment currently engage with GMW?	Land and on Water Implementation Groups.	Every three months		
Recreation	How does your segment currently engage with GMW?	Social media			
Recreation	How does your segment currently engage with GMW?	Government. Local, state and federal			
Environmental watering	How does your segment currently engage with GMW?	Operating advisory group meetings, weekly reports, phone calls, emails, face to face meetings	When required, could be weekly or multiple times per day	Planning environmental water delivery, feasibility discussions, risk assessments	
Power generation	How does your segment currently engage with GMW?	Monthly discussions, phone calls	Monthly or as required	Planning updates and forecasts, release direction	
Urban water corporations	How does your segment currently engage with GMW?	Phone calls, email	As required	Supply arrangements, recording of usage	
Irrigation	How does your segment currently engage with GMW?	Water services committees	Quarterly	Meeting	
Irrigation	How does your segment currently engage with GMW?	Planning related	Annual	Letter, website, meeting	
Irrigation	How does your segment currently engage with GMW?	Allocation information	Annual	Website, media and letter	
Irrigation	How does your segment currently engage with GMW?	Licence Applications (referral from Admin and Diversions)	Daily	Phone, letter	
Irrigation	How does your segment currently engage with GMW?	Customer meetings	Annual	Meeting, letter	
Irrigation	How does your segment currently engage with GMW?	variety - face to face - phone internet email letter	Regularly	Water orders - maintenance queries	
Domestic and stock	How does your segment currently engage with GMW?	variety - face to face - phone internet email letter	Regularly	Accounts, use, complaints, queries	
Environmental watering	How does your segment currently engage with GMW?	variety - face to face - phone internet email letter	Regularly	Water orders	
Urban water corporations	How does your segment currently engage with GMW?	variety - face to face - phone internet email letter	Regularly	Water orders - maintenance queries	
Water investment	How does your segment currently engage with GMW?				
Flood protection	How does your segment currently engage with GMW?	variety - face to face - phone internet email letter	More random - wet conditions increase frequency	Questions, queries, complaints	
Irrigation	How does your segment currently engage with GMW?	face to face at GMW office, phone, on farm, through local area staff	As required by customer or regular on farm integration with rostered water services officers/maintenance staff/CRC staff	Enquiry, water ordering, maintenance issue reporting, account enquiries, water management	
Domestic and stock	How does your segment currently engage with GMW?	in person, phone	As required by customer or regular on farm integration with rostered water services officers/maintenance staff/CRC staff	Enquiry, water ordering, maintenance issue reporting	
Environmental watering	How does your segment currently engage with GMW?	work in partnership			
Recreation	How does your segment currently engage with GMW?	phone/in person	As required by customer		
Grazing and forestry	How does your segment currently engage with GMW?	face to face at office, phone, on farm, through local area staff	As required by customer or regular on farm integration with rostered water services officers/maintenance staff/CRC staff	Enquiry, water ordering, maintenance issue reporting, account enquiries, water management	
	How does your segment currently engage with GMW?	Phone/email-WSC, Website, Facebook	Regularly to 3-4 times per month	Operations	
	How does your segment currently engage with GMW?	WSC's	Once per month	Water ordering	
	How does your segment currently engage with GMW?	SAC	When required	System issues-customer complaints	
	How does your segment currently engage with GMW?	Local area office	As needed	Planning	
	How does your segment currently engage with GMW?	Water line	When necessary	MA's environmental water	
	How does your segment currently engage with GMW?	Website	Once per week		
	How does your segment currently engage with GMW?	We are all water services& committee ppl. We engage 1:1 is the question-how do regular customers currently engage? Have all experienced others across community who have struggles to engage. Customer service centres loss of bailiffs in the field get different answers t same Q inaccurate customer info Automated system		Connections - no answer General information/enquiries - inconsistent	
	How does your segment currently engage with GMW?		WSC - talked to and not listened to.		

Customer segment	Question	Method used	Frequency	Nature of interaction	Answer
	How does your segment currently engage with GMW?	Meeting WSC's Customer forums preaching to converted	Too often (Water Services Committee's start forums) Information available - customers Often do not inform themselves	Customer priority	
	How does your segment currently engage with GMW?	Online-less personal contact. Phone was connections?	Weekly Monthly Invoice time	Order water, service problem, property transactions, trading, bill enquire, Connections .	
	How does your segment currently engage with GMW?	Phone, Internet for supply face to face for users/advice WSC	2-3 days for ordering Once a month for issues	There should be a survey on satisfaction. Leaks; difficult to contact right person. Water Services Committees presentation are disingenuous and not respectful!	
	How does your segment currently engage with GMW?	Call centres, SMS, face to face , WSC meetings , news centres	Depend on segment - e.g. unregulated diversions rarely (once per year) Reg customers - various according to season. Regularly, sometimes daily, via WaterLine.		
	How does your segment currently engage with GMW?	Mail/ordering Online in person/office newspaper articles public forums	Irregularly - When circumstances change Regularly during season Regularly	When circumstances change Ordering Water Especially language barriers Expanding change	
	How does your segment currently engage with GMW?	Email Text WSC		Good front of house/good customer relationships.	
Recreation	How does your segment currently engage with GMW?	Internet, Phone	As required, not a set or cyclic interaction	Water storage levels, water quality, licence/fee queries, reporting an issue	
Irrigation	How does your segment currently engage with GMW?	Telephone, email, application, letter	Depends on what they want. In season = lots Out of irrigation season = only for bills really	To order water, to clarify bills. To seek an update on any applications.	
Domestic and stock	How does your segment currently engage with GMW?	Telephone, email, application, letter	Always around the time of billing (season doesn't really matter to them)	To complain! To seek information or help with their account	
Domestic and stock	How does your segment currently engage with GMW?	Pay bills with Bpay			
All	How does your segment currently engage with GMW?	All customers engage with GMW in Loddon Valley through the operational team. Information is sourced from their local area office or management team			
All	How does your segment currently engage with GMW?	Some customers approach Water Services Committee members local to their business			
All	How does your segment currently engage with GMW?	Enquiries that enter the business via the call centre are often referred to the local area office			
All	How does your segment currently engage with GMW?				GMW is already seen as a soft target by our customers. Excessive whinging will see them get their way. GMW are the last to be paid on a farmers list of creditors. This has become even more so since our 'customer service' push over the last several years. Have some rules, stick to them consistently. If we don't mind carrying debt then do it the same for all customers. If we do mind then... same rule for all. We have a very large Marketing and Comms team. What are they doing if not engaging with customers. Now having been around long enough I can say that when we were more staff and manual reliant and less lean and automated - customers met with staff at the football on the weekend, their kids went to school together and they visited the irrigation customer every time they irrigated and called regularly. Engagement was fine back then. Just saying. Back then we had a Marketing and Comms unit of zero.
All	How does your segment currently engage with GMW?	Email Face-to-face Water Services Committees Social Media Field days Telephone			
All	How does your segment currently engage with GMW?	Pre-application advice Involvement in industry discussion Response within legislated time frames One-day response to email/telephone enquiries Participate in local government sector forums		North East Planners Forum Vic Water Loddon Mallee Planners Forum Partnering with DELWP, DEDJTR, EPA in developing common approaches i.e. North East Water Quality Guidelines	
Irrigation	How does your segment currently engage with GMW?	Water Services Committees	Unknown	Informing	
Irrigation	How does your segment currently engage with GMW?	Phone, 24/7 crew, internet	Every 10 days I order water	The need to order water	
Irrigation	How does your segment currently engage with GMW?	24/7	Regularly during the irrigation season	Operational	

Customer segment	Question	Method used	Frequency	Nature of interaction	Answer
Applications, licensing and permits	How does your segment currently engage with GMW?	Development/planning permit applications Planning scheme amendments Strategic planning - Agreements	Continuous/Regular	Meetings, workshops, frequent communication by email/telephone and written correspondence.	
Recreation	How does your segment currently engage with GMW?	Phone, email, face to face, mail	Ad-hoc	Generally when they need permission to do something or vice-versa	
Applications, licensing and permits	How does your segment currently engage with GMW?	Mail - Leasing & Licensing	Annually or upon application	Legislative/risk management. Authoritarian	
All	How does your segment currently engage with GMW?	Social media Email Phone In person Website		Anything imaginable	
Recreation	How does your segment currently engage with GMW?	"Complaints"	Huge expectations for service for NIL fee	Lack of understanding by users	
Irrigation	How does your segment currently engage with GMW?	Face-to-face Telephone and text Letters Systems - Waterline online, app, phone	When they want water Daily but different customers i.e. not same customer each day	Want water Issue eg. leaks Pay bills Impacted by GMW. eg. drain pool for construction	
	How does your segment currently engage with GMW?	Phone planner Field officer Customer service centres CRC	Minimal - as required (winter more often)	No water supply Leaks Pipeline malfunction Winter supply	
	How does your segment currently engage with GMW?	Waterline, planners, bailiffs, calls			
	How does your segment currently engage with GMW?	Waterline, phone calls, house visits	Phone is constant A fair bit		
	How does your segment currently engage with GMW?	Water Services Committee On farm interactions On phone	WSC monthly On farm is sporadic On phone - daily	Sometimes good, others had depending on circumstances	
	How does your segment currently engage with GMW?	Water Services Committee			
	How does your segment currently engage with GMW?	Water Services Committee			
	How does your segment currently engage with GMW?	Public forums Newsletters Internet			
	How does your segment currently engage with GMW?	Call centre, GMW on ground employees	Less interaction between customers and operations (bailiff) staff due to automation	These days customer interaction with staff they are more irate	
	How does your segment currently engage with GMW?	Water Services Committee Walk into area office Phone Internet - Waterline Public forums	Water Services Committee - often	Complaints is mostly what we deal with customers now.	
	How does your segment currently engage with GMW?	Water Services Committee	Very rarely see customers	Nature have lost the interaction with GMW.	
	How does your segment currently engage with GMW?				They engage on an as needs basis or on a topical requirement (ie. Dairy Wash Bores Project).
	How does your segment currently engage with GMW?				All customers engage with GMW in Diversions through the operational team. Information is sourced from their local Diversion Inspectors.
	How does your segment currently engage with GMW?				Some customers approach Water Services Committee members local to their businesses.
	How does your segment currently engage with GMW?				Enquiries that enter the business via the call centre are often referred to the local Diversion Inspector
	How does your segment currently engage with GMW?	Phone calls, emails, response letters and face-to-face		Friendly reminders, prompt responses	
	How does your segment currently engage with GMW?	Community meetings, local steering committees Phone/email and some face-to-face	Annually or ad-hoc as required	Commercial, recreational or customer enquiry on ad-hoc land dealings Community meetings Monthly steering committees	
	How does your segment currently engage with GMW?	Phone and face-to-face	Moderate	Only if there's an issue. ie. Channel leak, bill payment etc	
	How does your segment currently engage with GMW?	Phone/letter - often with connections	With unfortunate regularity	GMW failure to deliver on promises/resolve issues	
	How does your segment currently engage with GMW?	Water Service Committees, Social media	Not sure	Facebook	
	How does your segment currently engage with GMW?	Social media			

Question	Answer
General comments	It is not clear what the segmentation strategy is to achieve, as the customer identifiers don't go deep enough to allow GMW to really understand their customers.
General comments	A holistic view of the customer is a critical first step. The single customer view limits our understanding of our customers and their needs.
General comments	Need to consider data points that provide insight into our customer's needs. This would then be analysed to create customer segments/profiles that GMW could then better address/manage customer requirements and provide the relevant services.
General comments	As we don't understand trends in food production 'supply and demand' profiles, it is difficult to provide informed feedback. This information would be useful to understand.
General comments	Uncertainty about long term trends without adequate data and information to provide informed feedback.
General comments	The impact of technology changes on agricultural production is not provided and which would be useful to inform a response?
General comments	The level of detail to assess customer segments is not adequate. Does the customer profiling provide life time value considerations?
General comments	Assuming the information provided in the fact sheets is the current data we have access to now – is there any consideration as to what data we would like to have in the future to improve customer base segmentation and understanding our customers? (Demographic, use, practices, environmental values and attitude, etc.)
General comments	If we assume that demand for water will increase – climate change impacts become more prevalent, what information is available to inform the future?
General comments	Increasing energy costs in agriculture will impact on future costs for agriculture – has this been considered in the data?
General comments	Future industry and customer needs could require more effective conservation practices, improving existing technologies, embracing new irrigation management practices and changing expectations.
General comments	The management of agri-businesses are more complex and with more uncertain operating conditions and level of farm debt. The scale and growth of industry is dependent on farm gate price, water availability and price, water trading rules and efficiency of markets, and includes risks (uncontrollable) such as climate change, commodity prices and value of AUD. This needs to be captured by GMW in its Plan to enable it to provide appropriate services, products and outcomes for its customer.
General comments	GMW needs to provide evidence-based advice to inform water policy.
General comments	GMW needs to provide information, tools and water products, which recognise the requirements of various customer segments. (Need greater in-depth understanding of segments, not single customer concept)
General comments	Modernisation is critical to upgrade or retire infrastructure to provide efficient water savings and support on-farm infrastructure and change. This needs to be managed in the long term interest of customers and GMW.
General comments	Strategic plan should address three areas: asset management, customer and organisation. These are intrinsically linked through the Strategic (5, 10, 30 year horizon) Plan and delivered through individual business plans, price submissions, etc.

Question	Answer
General comments	GMW needs to consider 'guaranteed service levels', community service obligations and establish service products that are considered 'excluded services' for revenue and pricing outcomes.
General comments	Need to deliver and achieve long term cost reflective, 'user pays' non-prescribed services
General comments	GMW needs to better manage customer service for its 'major account' customer and/or industry customers.
General comments	GMW needs to establish more efficient and effective customer service approach to cater for various customer segment changing requirements.
General comments	Earning income from tasks we undertake.
General comments	Why don't we charge for hazardous dams? It costs us to manage and maintain dams for no income. We could apply an operate-like licence to earn some income from this task.
General comments	Why don't we charge for domestic and stock bores? Don't charge for the resource but instead charge for monitoring and managing.
General comments	Small customers are a pain to manage. Charge them double. They use hardly anything but they absorb 95% of administrative time. A small increase for many would see water more affordable for the irrigators.
General comments	Double check – are electronic outlets the way of the future? It is not sustainable, expensive to run, maintain and replace. Let the customer choose which outlet they want.
General comments	Do NOT unbundle any further. They process is way too complex for small use parcels like water districts. Actually reversing the unbundling of solely domestic and stock properties would make life easier for them (better customer satisfaction) and us.
General comments	Make non-water users pay more for water. Get rid of delivery share tariff type and just charge more per ML. Stop trying to link it to what each gets and just charge everyone that has a ML more for it. It will mean that the non-water users earn less profit from their investment, it may mean more water stays with the irrigator. It allows customers to manage how much they want to pay annually by permanently selling the water share.
General comments	Make the role of the CRC work to attack industry by making complex forms and transactions simpler for customers.
General comments	Get the business to advertise (join with Council promotions) to sell the area an ideal location to grow stuff. sun, water, land, climate – do NOT target any one industry type. They can grow ducks, camels, wombats, cannabis whatever they like.
General comments	Get rid of termination fees. Allow customers out of the industry.
General comments	GMW is already seen as a soft target by our customers. Excessive whinging will see them get their way. GMW are the last to be paid on a farmers list of creditors. This has become even more so since our 'customer service' push over the last several years. Have some rules, stick to them consistently. If we don't mind carrying debt then do it the same for all customers. If we do mind then same rule for all.
General comments	We have a very very large Marketing and Comms team. What are they doing if not engaging with customers? Now having been around long enough I can say that when we were more staff and manual reliant and less lean and automated - customers met with staff at the football on the weekend, their kids went to school together and they visited the irrigation customer every time they irrigated and called regularly. Engagement was fine back then. Just saying. Back then we had a Marketing and Comms unit of zero.

Question	Answer
General comments	Oh we can waste money with the best of them. Some units have forgotten that everything we spend comes out of the customer's pocket. So how about less motel sleepovers, less training for training's sake, less bus trips to show us something we can see if we look out the window on the way to work, less glossy promos, less consultants telling us what we already know, less graph design and more content.
How do you think your industry will look in the future and what role should GMW play in supporting this?	With the recreation area, we need to look at a mechanism of getting the boat registration and fishing licenses to fund some of the amenities around the storages. Most customers that use the storage recreational areas do not contribute to the maintenance or the construction of the amenities. A contribution from the State would help this become more equitable.
What do you need from GMW in regards to price capacity reliability and customer service?	We need to start looking at what the base service is and start putting a price on the "extras". This is much in line with the low cost airline models that Jetstar follows. Ideally customers will be able to opt in or out of services they see no value in.

Workshop 3 - GMW Business

How valuable are each of our prescribed services to you? (Give a rating out of 10 and add any comments)

Must be kept to define water holder

- Statutory requirement
- Should remain part of GMW
- Peri urban could shift to urban authorities/managed/tariff if it's a good fit i.e. equity

Town/rural planning. Local government

- GMW must retain the responsibility
- GMW sets the resource management

- Must adjust to new agriculture
- e.g. 365 day, 24/7 into the future
- Prepare to accommodate additional charge

Metering use is an issue

- New technology (e.g. drones) to supervise compliance
- Important to retain

Business consolidation is an option for GMW e.g. Lower Murray Water

No metering of unreg - regulate by technology (drones)

User pays!?

CMA?

Different tariffs

- A. Gravity - possible (increase) \$
- B. Pipeline - leave

Hobby/Peri urban - charge premium

Provide live info (internet)

- NO - exposure/risk

GMID footprint, identify & categorise

GMID footprint to reduce

GMID footprint keep - massive implications

Diverters not fussed

Necessary to have control of the service

Continue but must be cost neutrals a whole system. Important to them but marginal to us.

Not big time use but has to be there to protect our assets.

Important for diversions

Essential to keep
Communication and understanding could be done better
Systems revenue neutral. cost share on overheads so keep
In Recreation and land space (business opportunity)
Should GMW own trade water?
Have commercial arm and generate power

Should we provide non-prescribed services?
Return on investment (commercial returns)
Find another department (<i>to</i>) look after cost - parts of business
Hydro on channel system - sell or use
User (boating/fishing) pays for services/waterways
Don't keep (<i>below</i>) cost neutral assets (should be commercial or divested)
Lease out to third party (risk mitigation)
Financial analysis on each asset
Explore commercial opportunities to mitigate risk
Who has expertise to manage these assets? Should GMW have a commercially focused manager in charge of maximising returns on these assets?
P&L on each asset, build in renewal costs
Why does Melbourne have predominately closed reservoirs - forcing more use of GMW assets? Should Melbourne contribute appropriately to GMW recreational facilities?
Coordination with other rural authorities for management and communication for NPA's
Outsourcing of some NPA's e.g. private works, is GMW best placed to negotiate leases etc.
Where multiple use is desirable.
Where it is no cost burden to irrigators -Transparent
Be conscious of increasing influence of non-irrigator users
Great PR opportunity for GMW
Opportunity to tap other funding sources - government programmes/philanthropic (bug blitz)
Opportunity - leases/commercial development
Bulk water amortisation - channel downstream
7,000 parcels of land
Marginal cost benefit is okay-it recover direct costs; return on assets impractical
Resort developments on lakes, particularly those with consistent levels.
User channels surfaces in innovative way (solar, hydro) i.e. drawing more value from existing assets?

No standing line up advising Intellectually non-prescribed activity/expansion - (because powerful water services committees)
Where GMW can't charge (public good, etc.) at least gain relationship benefit!
1. Where water quality/control over supply is an issue, should be involved. 2. May not be a big contributor yet. But can grow to be significant in the future. 3. Prefer users/partners who can contribute capital. 4. Needs a strategic review 5. How to charge for public good(No government contribution anymore) 6. Need a more sophisticated argument to claim a share (example fishing /boating licenses) 7. Access to ongoing funding fishing licenses, boat
Yes. GMW should be in this place and it should be user pays.
How financially viable are the non prescribed services to GMW?
Funding from the minister should be provided by non prescribed services
Community benefits
Need to work closer with fisheries and boating licenses, etc.
Capture more of the tourists
More money from caravan parks because they are getting the benefits. Don't change irrigators
More houseboats on lakes
Water parks on lakes
More hydro
Charge all camping on our lakes
Charge all boat users on our waterways
Solar panels on building
Solar farms
Water manager - GMW should not manage safety rules under the Marine Safety Act as they do not recoup costs for this service.
Review GMW waterways management of recreational services. E.g. weirs, parks, BBQs, toilets etc.
Suggest handing over of non-water assets to shires. Alternatively charge entry to sites to offset running costs
Private works: clear understanding of who managers work's is [together] more in-house works with in GMW
Cattle grazing: sell them
Commercial leasing: sell them
Users pays, charges for the use of water way managers building permits
Fees for service transactions: charge for services
A lot of times spent on queries unaccounted

MDBA works: increase outsource opportunities
Occupation licences: define who manages this
Hydro electricity-continue with hydro and expand to reduce carbon footprint, generate income
Connections - continue with what has started, reviewing infrastructure to provide better service to customers
Recreation fishing: opportunity for grant for fish habit to help our natural carrier to provide more fish in the different areas which would help tourism
Grazing-continue, why cost saving on spraying, saves slashing chemicals. Reduces fire damages
Spend more money on recreation shelters , BBQ to help tourism, invest money to bring in money to local shops.
Privatise recreation resources
Water manager - do we make any money?
Response by sub topic below:
Bulk water-
Good idea - aqua culture - fish farms / yabbies, etc. explore
Commercial leases - Good if cost effective
Connection Project operations - finish it
Fee for service transactions - less confusion for customers - all water owners pay to maintain system
Houseboats - need to be cost effective - can we have houseboats on other GWM assets?
Hydroelectricity - explore more opportunities
MDBA recoverable works - tick
Occupation Licenses - tick
Private works - tick
Recreation reserves - If on GMW land we take responsibility - land owned by other groups maintain
Waterways manager - not cost effective for GMW - do maritime works
Cattle grazing - good idea to explore opportunities - ageist cattle on our land
Commercial leases - continue - are there other areas we could lease?
Connection Project operations - will it be completed on time or at all - enough money?
Fee for service transactions - could be ok - winners and losers - all water owners should be connected to land
Houseboats - not cost effective to GMW Need to raise fees
Not used enough within the system - explore - feed excess GMW hydro back to the grid
MDBA recoverable works - hydroelectricity - tick
Occupation Licenses - are fees recoverable?
Private works - tick
Recreation reserves - fee for service
Waterways manager - fee for service

Cattle grazing - explore the opportunities - cover costs - fire hazards - identify leaks - source of revenue
Commercial leases - explore opportunity - are they cost effective
Connection Project operations - need to complete
Fee for service transactions - all water owners need to contribute to costs
Houseboats - OK if costs are covered - as long as there is not a cost on GMW
Hydroelectricity - explore opportunities - income, clean energy - GMW solar panels (feed back to grid)
MDBA recoverable works - Tick
Occupation Licenses - Tick
Private works - Tick
Recreation reserves - Is not cost effective and a loss to the business (GMW) user. Pat to help maintain.
Waterways manager - We need more funding to recover costs associated with this
Investigate grazing options including sheep on Lake Mokoan land that we control
Investigate funding options to deliver environmental projects.
Investigate setting up our own hydro business
Investigate boat and caravan storages
Fee for service. Improve mobile technology and improve system data integration into other GMW systems
Data previously collected should be used in future licence checking activities better.
CUSTOMERS ARE CURRENTLY PAYING FOR OUR POOR systems and the poor way we don't intergrade data.
We could undertake work and specialist activities to other authorities outside GMW.
Explore opportunities for renewable energy options on GMW land
Consider user pays for recreation reserves
Increase revenue/charges
Use our own assets - farm ourselves, etc. live stock/hays etc.
Install hydro at Buffalo, etc.
Reduce costs associated e.g. management
Better utilisation of current practices. E.g. hydro at Hovell
Reduce red tape processes
Develop GMW -hydro (build/own/ operate our own stations)
Change Marine Safety Act to remove responsibility for boating safety (alternatively provide revenue source to offset)
Solar and wind farm on GMW land
Aqua culture on lakes and channels
Transfer responsibility for structure licensing on storages to municipalities
So much focus on Connections to the detriment of the rest of the business

What non-prescribed services should we change the way we deliver?
Explore synergies between departments
Better engagement to achieve outcomes
Establish leadership role in decision making on assets
Collecting revenue from fisheries/boating/storages
Risk assessment of services
Too many people have a say that don't pay for it - make a direct connection with the users that pay for the decision that is ultimately made.
Recreation reserves?? Running cost/risk/responsibilities
Is RUSAF sufficient to cover recreation reserve costs?
Control over recreation reserves assist in maintaining control over expectations of rec reserve users.
Should rec reserves be transferred to Parks Victoria, with appropriate input from GMW?
Have a collective conversation with users (Environment, Recreation users and irrigators).
Are metro users paying RUSAF? Can this be levied on them if it is not?
Generating profit. Must pay its way.
Rec reserves - could be run a lot more profitably - outsourcing expertise.
Importance of communications (to keep other users informed)
Early warning, etc.
Modern Hydro? In future
Expand potential uses of 7,000 land parcels (Lake buffalo, WM.Hovell?)
Managing leases/licenses should include high/low watermark
Low-cost 'recycled' hydro?
Take advantage of technology to extract payment for added-value user-experience (e.g. secure camping/Boat Ramps/exclude=save fishing etc.)
Nagambie visitor-centre/reception venue?
Safe swimming locations on rivers
Seen to be responding to government. Initiatives like: <i>Water for Victoria</i> , \$1m fishing in Victoria
Individually access each non-prescribed service as a commercial enterprise not as a whole. The ones operating at a loss we should stop doing.
Assess each current service in terms of cost/benefit - e.g. of cattle grazing.
Change delivery of Connections so that fully externally funded - also applicable to other services
Increase user - pays contributes to services (e.g. caravan parks)
In assessing benefits consider \$ primarily. Secondarily benefits may accrue but shouldn't be in cost benefit analysis

Consider reputational benefit from delivering and service of profit in decision making process
Develop criteria to build estimate of value of service not just the costs
Become a pure utility provider
Commercial development around storages or sell land
Better understand land and management to ensure our ownership is profitable, can we consolidate like services to achieve cost services.
Should GMW be obligated to implement boating safety rules
Change the way we deliver: Connections, MDBA, increase RUSAF fees (internal corporation o/head rate increase)
Challenge MDBA on costs
Commercially focused
Change the way we deliver Council recreational users co-contribute to maintenance, etc.
Increase the cost recovery - review the funding to justify expense
Review the commercial leases- are they feasible, can we expand them
Be stricter
Fairer terms for GMW in regards to private works
Private work - more clarity and consistency in licenses and what is required - maintenance, etc.
Recreation and land to be managed and funded by rate payers (council)
Waterway manager
Environmental water should be charged at the same price as farmer irrigators
Keep doing MDBA works
Support other water authorities
More private works
Better recreation facilities to draw more campers and to be charged for using but free to GMW workers
Environmental water should be paid at the same rate as delivery of other authorities
Putting too many pump stations in
Are we the best for delivery of D&S water or should we hand over to someone like GV water? Charge more for D/S admin
Cattle grazing put to market for value appraisal
Lease - recoverable or scrap - no subsidies at all
Recreation areas - lease to local shire
More MDBA services - we recover fees
Private license to be managed by appropriate GMW department / Superintendent / Project Manager for quality control
Asset should be up to standard prior to handover
Make sure GMW assets used by public are generating revenue

More Dams for hydro
More volume of water exiting dams for hydro
Utilise existing channels beside power lines to generate hydro power to put back into the grid
Solar blanket (trial) on channels / dams to generate power into grid
Continue to deliver bulk water
Gravity irrigation use more pipelines / pumps (less evaporation, less maintenance, environment)
Continue with drainage
Put money back into assets and concentrate on bulk delivery
Review process to remodel channels e.g. bypass systems to do inside remodel to narrow channels
Continue cattle grazing, handball administration - less staff in office
Recreation reserves - (non staffed) storages. Leased to private enterprise (maintenance costs, running costs)
Stop pandering to the wealthy i.e. House boat owners - permanent residents who live for next to nothing at GMW expense - take above with a grain of salt - we were not able to comment as we are not familiar with the expenses and income attached to this section
Private farm dams - some charges
Cattle grazing should be managed by Catchment Management
Review costs of commercial leases
More transactions available online
Privatise part of services
All storages used by public to be paid for - Greens Lake - boat ramps, rubbish removal
Precast products - supply Connections project / Capital projects - GMW standards
Waterways Manager - currently no income to look after lakes - buoys, boat ramps,
Charge for services either boat licenses / fishing licenses
E-tag for boats - Come into GMW waterways and charged a fee
Clubs should pay commercial rates
Allow more access to cattle grazing to help with keeping down grasses
Supports our core business not necessarily generating income or covering costs but necessary for community, environmental impacts, land management, etc.
Change the way we deliver recreation and land services to meet the Water for Victoria Plan and where they can be commercial in revenue.
Should do what is best the business that will be passed on to the community

What non-prescribed services should we start delivering?

BDM for commercial leases to develop and improve

Property management and company utilised
Opportunity to increase renewable power, low maintenance
Recreation reserves given to shires
Waterway Manager given DELWP or shire
Using our expertise to on-sell products
More services out in the market utilising our knowledge, skills, boat, hydrogeological assessments, consultants
Start doing revenue positive services
Start doing user-pays services
Education for maximising land use
Innovations
Consultation
Setting up relevant fee structure for customers and rec users
Solar farms, wind farms
more hydro, fracking - send gas to SA
Charge small fee for entry to our facilities
Use a boom gate idea - pay money, gate opens
Do not need to police as this is expensive
Build big Buffalo - purpose for more hydro
Utilising existing skills/expertise/assets to generate revenue
Consider new areas for houseboats/increase availability
Consider pricing structure for non-prescribed services
Increase accountability for revenue reporting
Increase on-cost to MDBA to market rates
Onsite cafe for GMW to stop claims of \$\$ and time take-out
Start education on efficient water usage
Education on affordability (internal)
Hydro and houseboats - opportunity for \$\$
Accountability for NP (non-prescribed) "ownership"
External funding sources e.g. Waterway manager should get some government funding
Start: Manage houseboats across our region, not just GMW sites if revenue availability e.g. Dartmouth
Mobile towers on our land
Flood mitigation - purchasing head space within a storage

GMW owned land - potential for tree planting to assist in carbon emissions
- Assist GMW become carbon neutral
- Logging/harvesting in the future/royalties/offset expenditure elsewhere
What are we doing to provide competition to new industry?
- Poppy plantation
- Marijuana
Extend commercial leasing i.e. 99 year lease / around storage for increased commercial development
Increase hydro infrastructure on existing infrastructure
Fees for irrigation advice/consultation
Clear internal ownership of each non-prescribed service
Funding model for recreation reserve
Long term funding of caravan parks doesn't suit business approach
Outsourcing our internal services to other businesses
Hydroelectricity - how can this help funding. Partner with other companies?
Educating people about the services we provide - cost maintenance
Profitable - keep doing, if not - stop doing
Partner with councils to align the delivery of these services with their plans
Commercial opportunity - property development (investor based)
Prioritise some services
Crowd funding (with government and customers)
Start delivering aquaculture
Lease out our land for energy generation e.g. wind turbines, solar
Houseboat offering expansion - can we have more houseboats on our storages
Investing in pumped hydro storage facilities
Offering GMW skills as consulting services
Commercialise our expertise while maintaining capability
Soil and land class information publically available
Publicly owned and managed water trading exchange
Review D&S pricing increase D&S
Include on account and provide this water for a set fee \$1,000 per property
Keep pipelines - Do they need to be manned? Do we need dedicated resources? No
Look after customers
Can we sell salt, we have plenty of it
Start installing solar on buildings

Consider mini hydro at permanent weir sites
Consider expanding our spray program to assist DELWP along rivers or even roadsides
Hydro
Any service that pays its way and makes GMW money - thus driving down costs for customer bills
What non-prescribed services should we stop delivering?
Divest unprofitable NPA's?
Recoverable works on private owned land - GMW end up paying for maintenance for assets on private land.
Commercial leases - caravan parks, etc. sell them
Stop doing anything that doesn't return a revenue. Some land management obligations
Stop delivering role for Connections unless profitable
Stop non profitable NP services e.g. Commercial leases, caravan parks
Stop being a waterway manager - reduce risk - reduce cost - provides no value, benefit goes to others who are offloading on to GMW
Recreation reserves - costing the business, hard to recoup \$, public confusion
Houseboats - Consider another department in government to manage, possible where they manage boat registration
Waterways manager - should be marine safety
The ones that don't fit with our principles or that don't pay for themselves or that there is no Government interest in.
Recreational lakes pass
Stop 1 and 2 ML customers - they get what they want - too many irrigators get no work on their Broad Acre farms 100 - 200 ML users
What is not profitable and has no interest in the local community
Things that don't make us money i.e. recreation and land
Stop boating safety rules
Looking after caravan parks
If it doesn't have benefits, drop it

What prescribed services should we change the way we deliver?
Capturing the level of service delivered after the Connections Project finishes, to ensure fair and equitable
Min service and min costs
Reflective service levels for use (flexible service) and costs
Automate meters = <u>NO</u>
- Not being used
- Not using mg's
The shift of ownership has not been reflected in the current tariff structure i.e. EWH

EWI must bear responsibility for any adverse outcome - it orders the water - has to be responsible legally
GMW control of rivers doesn't impact downstream
Use of tech - on farm use and GMW
- Adapt further services (drainage) MIA/LMW - amalgamate
- Cut off SA
- Private GMW ownership of national platform
3rd party lease/delivery
Liability/risk
Pumped services -
Water quality - BG algae - GMW should get paid for it
Drainage roadside - councils should contribute more - VicRoads?
Funding of roles - who are the beneficiaries and who pays
20% loss of water for leasing one licence holder to another. i.e. any water that is moved upstream.
Should GMW be equivalent to the ASX? Should GMW be increasing water storages?
Increase influence policy -higher profile emphasising crucial importance of irrigated agriculture
Surface and sub surface drained needs new service model
Year round access to irrigation water
Transparency
Continue may be owed by customer
Continue
Explore customer involvement models (customer board members) (co-op models)
Same water, Managers locally, Conjunctive management, May be more important - climate change.
Why change?
Explore other models
Are there services that could be outsourced . You could outsourced any of the prescribed services but all the services are entwined which makes it difficult.
Flood advice and information (BOM responsibility)
Domestic stock water districts, pumped services
Surface drainage, unregulated, subsurface, water quality (give to CMA)

Bulk water authority
No dual supplies - remove raw water supply where urban water supply exists.
Bulk water is non negotiable - GMW
flood advice-combined with bulk water - dam safety issues
Government owned storages-for recreation + delivery of water
D&S water districts continue with D&S
Gravity irrigation - connections (delivery mode)
Groundwater - very important for state
Northern Victorian Resource Manager - independent
Ensuring prescribed services are not cross subsidising each other understand future cost of asset management and replacement for each prescribed service
Understand service standards required + revenue return and optimise cost to revenue ratio
Sell services where we have the experts to maximise profitability of individual prescribed service.
E.g. Flood services-charge BOM (Bureau of Meteorology) + SES (State Emergency Service)
Assign cost centres to individual prescribed service to ensure full accountability of costs to each individual prescribed services
Improve sharing of information with customers (stakeholders) -single point for distribution (internal processes) for flood information rather than being provided through a number of different teams or units.
Decrease winter works period - increase irrigation season
Tiered classes of customers for services. Pay more or less depending on service
Remove unused/unnecessary meters - we could sell them to other authorities
Question the functionality of the Northern Victoria Resource Manager
Increase charges for stock and domestic customers or limit the volume they can take
Water should stay with the land - bundle back up
Change: Should we change/stop the way we look after water quality, move to DELWP or contractor? - Blue green algae etc.
Change: the way we deliver asset management system - Asset management we don't maintain all assets - Shift ownership back to councils or state governments - culverts
Water quality - review obligations and requirements. Why are we required to do this? What resourcing do we require / can we outsource?
Can the urban co-contribute to they cost of the water quality testing, etc.?
Does NVRM get paid? If not, we recover the cost of the expense?
Flood advice - need more clarity about role for staff and community
D&S better enforcement of license conditions
Consider <i>Water for Victoria</i> role in the future of prescribed

Northern Victoria Resource Manager - review role benefits to GMW - perhaps back to department
The table thoughts are why change any part of the description and services while the company is making money, maybe expansion to increase revenue?
Pipe all the channels
Dams work - small and large
Charge the environment to deliver water through our system
Is the current Environmental water way working?
Incorporate some of the old style of delivery in to today's system - e.g. more contact with field staff
Privatise all water districts Tesco / Nyah / Woorineen
Drainage - Vic Roads / Shire / Urban Development - make a charge - or give to CMA
TCC 365 days a year supply for certain industries / Ag -
Online services for forms / applications
Start review of DS Structure (i.e. bundle deeming water license)
Currently cheaper to be a non-water user - should be cheaper to tie to land
Tariff - encourage people to move to the top of the delivery system
How to attract development into the right areas?
D/S bores charged - shouldn't be free
D&S schemes: Revenue vs cost metering issues, water quality issues, overview operational costs, i.e. life spans
Flood advice and information: contractors used? How often is this used, what revenue, is it all community services?
Gravity irrigation: fence channels, improve access, connections issues, standardised metring processers, more on-ground resources, more internal resourcing to tune TCC, how much modernisation into future?
Cohesion between GMW, urban and shire, increase dewatering of channels.
Groundwater and diversions: measuring consistency, costs vs revenue. Accounting of water use?
Northern Victoria Resource Manager - critical to business, change rules from dry to wet years depends on seasons conditions
Pumped services: develop the districts to maximise land use to deliver more water, pump station are only running low capacity infrastructure is already there to up sale.
Subsurface drainage: review drainage assets to rationalise asset
To save infrastructure costs, e.g. Swan Hill area drains were used mainly for rainfall, a review of this infrastructures would rationalise some of the pumps and drains and reduce running cost
Drains require more general maintenance to bring them back up to specification
Need to determine what type of entity we are i.e. state government authority, government agency, co-op,
What prescribed services should GMW change the way we deliver?

Water quality - there is a huge overlap with other water authorities including CMA and urban water authorities e.g. water testing and responses to planning permit applications etc. GMW could share resources with other authorities or reach agreements e.g. MOU's re: the delineation of responsibilities some functions would / may require ministerial approval or change of legislation, but perhaps worth a look - long term goals

No changes at all - before any change is made we need to understand the costs or profit contributors in the business better i.e. Do dams make more than they cost - from hydro and recreation? If not - then can we offload their management to another state entity? Or, if we are making money from hydro - can we install more of them? Answer these questions first before we start flicking switches

Change the way we provide information e.g. flood advice and information

By providing more information and data faster and more frequently.

All our core functions to ensure we drive costs down

GMW identity is not clear or defined

Should do what is best for GMW in terms of financial

Do what's going to benefit the local community

More information on assets

Bulk water - think it would remain under current management

D&S -Unbundling of small D&S customers has meant the cure is worse than the original disease. How do we put the Jeanie back in the bottle? Where opportunity to syndicate D&S pipelines are available it is preferable provided the establishment of these is completed correctly

Small customers are time consuming due to a number not owning water and GMW trying to manage overuse. There are some if not many river diversion customers who use water that are not managed properly due to small number of diversions staff allocated. Change of ownership is problematic because the land changes and then a small volume of water may change hands as well. These customers are not irrigators (just lifestyle) so it is confusing for them in understanding the process, application fees and working with many solicitors who are ignorant of requirements. It would be a lot easier if we charged them a fee based on water use and access. Something between \$250 and \$500. Like a customer with a D&S bore the service is linked to land. The other challenge is every time we need to treat channels for weed spray or dewater for maintenance we make appoint of communicating which adds additional time and effort. These customers are paying less than \$200 in many cases.

Flood advice - should maintain a support agency role. Responsibility remains with BOM and SES. Given our detailed knowledge of irrigation systems and drainage and how they link with rivers and creeks we provide extremely valuable information. We are also operating or controlling dams and are aware of change in flows in and out of dams. Staff felt in some cases SES would or could benefit with greater input on the ground from GMW staff.

Groundwater diversions – think it probably stays with GMW as there is strong links with customers that have both gravity services and ground water. Could it be managed by DELWP or an independent company or service provider looking after drainage as well. (see comments on drainage)

Northern Victoria Resource manager – think it's done very well. The conservative allocation process that is undertaken ensures consistent announcements and a reliable source of water in most years, except for extreme droughts. The NSW system of allocation is much riskier and not suitable for permanent plantings and dairy customers.

Pumped services – staff a little undecided on this – could attempt to privatise if it's not cost effective to operate and maintain. The service is likely to have limited profit margins and not attractive to outside investment.

Reg river diversions – again staff a bit undecided but generally speaking we think it is relatively managed well by GMW. Fees have reduced and continue to decline in WP4. Customer base is relatively happy with services. Some customers have multiple services (river and gravity in some cases). GMW being a single service provider creates efficiency for the customer and privatising river supply unlikely to achieve further improvements unless Parks Victoria or DELWP could leverage off GMW systems and policies. GMW approve works licences etc. and have now amended renewals to more appropriate 10/15 year timeframes (not every 5 years) This helps reduce costs although 15 years is a significant time frame

Sub surface drainage - With far more improved water management and irrigation practices this may be a service that needs to be reconsidered. Is it still required or does GMW or any service provider consider it's not a high priority. Some customers are charged for a service that in reality has not been actively provided for many years. Water tables are below thresholds that would threaten permanent plantings. The service is over charged and on a minority of customers making some fees quite exorbitant.

Murray Valley has about 25 pumps but only two have operated in recent years. The infrastructure and power to these unused sites is a cost irrigators would prefer to not receive. If it's maintained the service should / could be subsidised by all irrigators within an irrigation district and the impact would be minimal across a large group.

Surface drainage - Drainage and irrigation are closely aligned. Cannot have one without the other. Drainage generally speaking is about 10% of a customer irrigation costs so the benefits probably outweigh the cost. In fact Could drainage and groundwater be managed by an authority other than GMW. Not unless it included the irrigation. I think it would be difficult due to fact we have customers who pump water into channels where there is limited or no drainage and in some cases that has to be directed to a channel outfall within the irrigation system.

Unreg river diversion – Staff not sure about this – it probably links to the regulated system customers around works licences and comprehensive knowledge of creeks and streams. An external service provider would find it difficult to provide a better service than GMW. Generally speaking when things are wet there is good service to customers and when conditions dry out restrictions come into operation (and some complaints)

Water quality – Retain service to ensure GMW staff are well informed on policy and responsibility. It also enables positive working relation between operations and Water Quality team to understand potential impacts of chemical treatment of channels to maintain them as efficient infrastructure for water delivery. A disconnect between operations and water quality (EG external group) would create problems for GMW

Look for opportunities to tender out skills/activities to other water authorities i.e.. Take over diversions for other water authorities.

Take out role of CMA's, synergy between CMA role and diversion role

Only get involved where we can add value-flooding advice, no need for multiple staff at commands etc.
Better advertisement of our services
Groundwater, diversion etc. Continue to simplify process
Change diverters tariff
Private rights -section and act - legislation change to remove private rights so we can charge these customers
Farm dams- registered farm dams so we can charge these customers
Environmental water - delivery cost to apply i.e. moodier swamp. Broken system
Reducing red tape i.e. syndicate delivery model policy procedures-need to make simple.
Diversion weir resolved ownership who actual owns them
Lobby government to get more funding from associated fees (fishing licences, boat licences) to cover storages/recreation and land activities
Consider value of Customer Relationship Consultants, C band offering advice, A/B band do in other parts of business don't cross subsidise parts and they are not paying that way
Need to be able to better advocate for customers and push back against DELWP, etc.
Be less risk-adverse in term of storage draw down so essential maintenance can take place.

What prescribed services should we change the way we deliver?

Tougher compliance. Be registered like council for issue tickets/fine/penalty
(Bulk water) - opportunity for community (boat owners) to contribute to costs at storages i.e. toll gates, parking fees
(D&S) privatise pipelines
No dual supply (particular Shepparton area) no D&S supply when have urban water.
Flood advice & information: Should distance ourselves - role is played but not ownership Hand all drainage to council
(Gravity irrigation) Single price across all districts Field staff to be multi skilled (i.e.) spraying in areas to cut costs EA review to enable staff to have more flexibility
(Groundwater div) Consolidation of plans Up skill Diversions Inspectors to be able to salinity sample. Stop mail out Review extent of state observations bores
(Northern Victorian Resource Manager) Should position be funded entirely by government and merged with other authorities?
Pump services: privatise
(Rec river div)

Opportunity to expand and supply further down river
Merge three Authorities into one (state rivers)
Sub surface drainage / surface drainage
Council/shires to manage
Unregulated River Diversions
Water quality: given to EPA to manage
Prescribed serves are often based on expensive technology. Is there an opportunity to 'Deem' usage if this achieves the same on similar result (staff time, travel, risk etc. to read metres recurring or usage)
Lobby for change to private right and those services which don't pay for services
Who is paying their way and who isn't?
Potential to reduce service levels against each service
Face to face requirements
Delivery standards
Is privatisation even viable?
Will 365 day delivery increase revenue?
Commercialise/sell any I.P we develop in house to other water authority/industries
Actively commercialise/sell our special areas of expertise/devices e.g. Boats, drone, etc.
Start delivering more aggressive accounts receivable practices
Review individual/group customer profitability
Start customer segments and change what we deliver to customers. Know your customer e.g. 365 day service, premium and budget service
Low reliability, mid, high reliability share pay premium
Start: change winter works period, mix of customer
Start: Clean water for trout farmers
Driver power/energy from water
Outsource services to other partners
Plan water assets for growth (population)
Review water storage approach (leverage natural resources)
Subsurface drainage - cost/responsibility to land owners
Privatise services
- Dams
- Channels
- Technology
- Bridges
Charging people for camping e.g. Greens Lake
Start charging higher bulk water charges so the environment pay their way

Do we need the water districts(e.g. Normanville) or can we hand them to GVW?
Meter all outlets including S+D and ground water
BOM to handle flood advice and information
Should pumped irrigators be charged more
Start expanding, new channels, pipelines
Stop drying land
Become proactive before flood issues
Regulate channels then automate outlets
Can't stop bulk water
Privatise D&S on big D&S pipelines
We do need to provide flood advice and information
We have to provide gravity invested a lot
Meter groundwater diversions
Read groundwater bores
Do need to provide Northern Victoria Resource Manager services/announcement
Return pumped services
Sell the reason why customers are charged for sub surface drainage. They don't understand what they are paying for
Re-employ drainage officer in each area - get more money from the drains
GMW can't guarantee the quality of the water customers keep forgetting this
Expand geographic footprint of services
Are we the best positioned to deliver any / all prescribed services?
We can change the way we go out delivering services - we are risk averse
We need to apply commercial vigour and standards across our internal operations and prescribed services
Clarity of purpose - we have conflict in our roles
Do things right the first time
Stock and Domestic - operation and service part of our daily operation
Flood advice
Gravity irrigation
Keep all prescribed services
We deliver water
How does supply get to the end user from the weir?
Need to maintain
Need to increase storage

Look at more modern methods of control
Recycle water
Try to deliver to their requirements on time
Maintain a good working drain system. To stop flooding of customers in rain events or channel bursts
More contact between customers and water bailiffs
Bite the bullet and use chemicals that will control weeds in both channels and drains
Review of non-water users (water investment) review tariffs
Non-water users financial responsibility to provide funds for GMID
Easier process for GMID inclusion (is taking up to two years)
Remodelling of fixed charges tariffs (delivery share)
Keep bulk water: environmental water costs, pricing structure, other authorities, interstate transfers.
Review fees and charges for regulated river diversions to balance costs of water delivery e.g. higher charge to make our own infrastructure's attractive.
More regular spraying of weeds in the drains
Review drainage licences costs to assist in maintenance costs.
Drainage ownership: GMW requires ore information on what asserts are GMW and what Assets are private owned
How do we attract more new irrigators?
User pays system??
Set price of water per ML
GMW developed land?
Generate rent? revenue?
Water quality
Increased number of carp? Release Carp herpes virus?
Seems to be an increase in weeds in our channels
Are we doing enough preventions?
Is it due to low water flows? Why is there NO Connections represented at the Strategic Plan
Should continue to deliver what is profitable for the business and is in the best interest for the community
Keep delivering - refer to next question
Core functions
Core services - continue to deliver - customers only care about time, ability to deliver and at the lowest cost
Provide all where there is appropriate funding provided

What prescribed services should we start delivering?
Offload D&S to urban water authorities - they're more established for small deliveries
Offload syndicates to urban

Water quality - why not with CMA? Alert systems would be better run if not across departments
Government department to have dedicated owner of surface drainage - local council do not enforce drainage breaches
Stop managing water quality
Stop delivering services that are not cost effective
Stop - in some areas create dry system/dry area
Stop: delivering water to spur channels
Rationalise assets/channels
NVRM - we shouldn't be doing this
Regulatory roles e.g. licensing, ABA's - stop this
Stop delivering compliance
There are three separate areas: Policy, Service and Compliance
Commercial leases
Stop taking grief from customers i.e. the ones that are constantly complaining over the most trivial of things. The organisation must realise that it is bred into some family groups that they must buck the system no matter what.
Stop doing drainage diversions. It is not profitable.
Stop providing flood advice and information - CMA Blue green algae / water quality
Stop treating Delivery Share customers as irrigators, look at options to bundle their entitlements
Stop bulk water management
Are we caretakers / shareholders of the government' land assets or managers / owners?
Remove bulk water services delivery from GMW. -form state dam owning authority or merge dam ownership with other neighbouring dam owners.(e.g. regional dam owning authority)
Stop centralisation, more focus on regional control

What service standards are non-negotiable for customers?
Critical response - flood/drought/asset failure / no need for KPI of 30 seconds to answer calls
Discuss with customers what are their non-negotiable
Increase technology to expedite information/questions/upload reads for meters/problems occurring/assets fail
Are all these KPI necessary? How many staff required to account for these measurement
Enhance our ability to segment customer standards to more groups of customers
Ability to agree a mode of contact with GMW to the sacrifice of others i.e. phone only to helpdesk/local area sites only/online only
Water availability during winter works

A new service standard "we will only represent our customers (or irrigators as opposed to customers) rather than avoid due to political ramifications
Review service standards for each irrigation customer group
Review costs of non-negotiable services and negotiate with customers as to their willingness to pay for the agreed service standards
Trading - the non-negotiable part is the ability to trade, but the timeframes are more negotiable
Face-to-face interactions - at the current time there is a mixed demographic which some would prefer to interact face to face. If you look towards 10 - 30 years from now the likelihood of the demographic changing is high and therefore reducing the demand for face to face interaction
Water being delivered on time- as ordered and quantity
Customer complaints handled appropriately and on time
Technology - up to date
General enquiries - easy step by-step
Maintenance requests
Able to talk to knowledgeable staff
Flexible payment plans
Alternative solutions to customers to improve their irrigation
Response times (faults, communication) <ul style="list-style-type: none"> - Critical in piped districts - Gravity irrigation district standards are reasonable - 24/7 service is required and valued - Must maintain current level of service
Working as a partnership to resolve issues with service requirements
Local knowledge is essential when speaking with customers: <ul style="list-style-type: none"> - Not necessary for first point of call - Response time for referral of calls/requests - Availability of 24/7 contact
Web page requires a better customer focus not currently user friendly
What do future customers look like, what are their needs?
System needs to be maintained
Local knowledge
Face-to-face customers service
Cost effective maintenance - local knowledge is important
Some of these standards are already prescribed by government (ESC)

Still require a transition period of reducing offices (continual review) based on nos of staff really required at each of these offices
Investigating in staff capability
Like to understand cost breakdown to a service standard
Ability to increase services into future
Face-to-face contact less into future
Understand how to connect new entrants to irrigate
Retain services in Loddon/Campaspe diversions
Local knowledge required at that level expertise
All forums should be available online. Have a PC available for customers at area office to use if they don't have technology at home.
On time
Flow rate
Safety
General: non negotiable depends on the platform it is delivered. First point of resolution - centralised help/call centre - with knowledge and experience - increase bond? To grow knowledge
Getting water when they want it
Delivery of water service standards/supply levels
Flow rates
24/7 water delivery at required flow rate
24/7 access to customer details including billing information
General enquiry and complaints available through all communication paths
Do customers want 24/7 water delivery? Is it negotiable?
Does this vary by customers(segment) type or by delivery type(e.g. irrigation)
Is the reduction of assets negotiable? E.g. removal of regulators therefore reducing delivery and maintenance costs
Face-to-face is negotiable Improve online, reduce labour
Asset maintenance strategy is negotiable Run to fail as an option Preventative vs reactive maintenance (weeds and leaks)
Do we have an agreed asset management strategy?

Different strategies result in different costs
Do we present this correctly to customers?
As a business, does GMW need to administrator all transactions e.g. Water Register?
Water quality very important but not often mentioned
Flow rates
Timing and reliability
Water delivered when they have it
Improvements to systems and operations to make customers lives easier
Lower price possible
Information advice and guidance on water and the resource
Prompt response ad resolution of issues or queries
Police and considerate communications
Help/support in terms of difficulty
Remote reading? Is it something our customer base uses regularly?
What is the impact of flow rates? Options for services, would the increase be of benefit or just seen as a \$
Water is available where, when and for an affordable cost
Require timely information on other orders
Customers want water when they order it
Flow rate delivered as ordered-reliability/water quality
Contactable support from GMW
Cost effective delivery
Water delivered when it is needed by our customers
Responsive to customer requirements not to what we think we can access
Provide agreed levels of service at the lowest possible price (distinct from affordability), it has value for \$'s
Genuine consultation to discover what our customers need and participate - provide open and transparent information
Offering a wide variety of ways to interact with GMW
Providing an initial response and clarity on process, timing, contact point,
Local asset / operating and customer specific knowledge
Timely response to customers
Correct / accurate information - training staff - communications
Improved maintenance and monitoring - channel leaks, etc.
Easy to deal with - simplify processes - Plain English
Local area staff to be available to customers

Customer Relationship Consultants available to customers, one point of contact
To get water when they want it
GMW easy to deal with
Quick resolutions to issues they are experiencing
Simplify and automate processes
Remove internal red tape
Lobby external stakeholders to improve their processes
Open and transparent technology upgrades
Invest in a single integrated system
Data cleansing - internal and external systems
Increase on the job training
Look at cutting internal services, to reduce cost and remove overheads
Utilise internal people and strengths
All they are equally as important as each other. Need to make things easier for customers not harder.
High standard / service of customer service. This is imperative to the longevity of our business & reputation
Our products water quality GMW cannot compromise on the standard of water quality when providing drinking water in bulk to urban water authorities for consumption
Water availability and flow rate. Salt loads
Why do irrigators have to compete with speculators in the water market?
Why is water entitlement being "tied up" by speculators? And not available for use on the ground.
Cost
Time, ability and cost
Customers generally want water delivered with the best possible time and cost
Maintenance of assets
Delivery of water within acceptable times
Accurate invoicing and account management
They are all important

What should be our objective in deciding which non-prescribed services we offer?
Public amenity
Increase in revenue (maximise opportunity)
Low administration requirements
PR acknowledgement (free publicity)
Contribute to overall business cost (mining costs)

Sustainable for long term - backed by government and durable in its need
Long term traction and sustainability for the area
Meet cost or produce revenue
Must support fundamental commitments/strategic initiatives
Fence storages / user pays
Sustainable? Long term can it add value to the core business?
Hydro renewable energy
No benefit, low risk, resources hungry, reputation
Can it be transferred to an obvious player? For benefit of GMW
Amalgamation with other water authorities to share GMW financially
Opportunities to increase house boats/commercial licencing at other storages
Should GMW receive a portion of fees from other small boat licenses/regio/fishing licences?
Make money!!! Private section thinking!!
A commercial approach to non-prescribed service - then decide what works and what doesn't
Any contract need to make we get the best out of them e.g. income
GMW enter into contract/consulting services
Triple bottom line - look commercially
Social aspect - engagement with the community E.g. customer service perspective
Financially self sustaining - (revenue)
GMW operational costs vs revenue/social aspects
Cost benefit analysis/understand level of cross subsidisation and split across prescribed services
Environmental benefits
Risk - future, current
Organisational capability to deliver
Season pass/license of boating on storages'
We should only embark on additional non-prescribed services once our prescribed in fully managed and understand e.g. future asset replacement
"The elephant in the room"
Core business
Is our strategy going to project what tariff looks like 10 years from now?
Profit, cost legal, social, risk must be able to stand alone. Benefit realised by our water users
Able to hit benchmarks E.g. role to required per year
Open café to provide our own catering to cut costs

Profitable allowing for a reasonable amount of risk - not profitable every year but comfortable with ongoing return
Change historical expectation of using recreational facilities for free E.g. licensing/coin operated facilities/user pay?/fishing license model.
Water craft registration/boom gates
Align our objectives with local councils
Community and regional economy benefit considering it costs GMW to provide benefit
Commercial rate of return (12%)
Support our core business i.e. irrigators first (financially + operationally)
Sustainability i.e. 100 years
Should be of benefit to the paying customer
Government subsidy where a commercial return isn't possible or external funding
Partnership with community groups within our areas with co-contributions
Education of what GMW do/are funded to do i.e. destruction of our NP assets we can't afford to replace/repair
Profitability
Shared overheads
No or positive impact on prescribed business
Leverage training services
Provision of "on farm" water usage advice and strategy (independent and trusted) - Brand and social
Unprofitable non prescribed services need alterations
Recoverable activities should recover their share of corporate overheads
More houseboats in areas if revenue generating/profitable
Lease out more office space/buildings to other agencies
Look for subsidies from government or other agencies
Reputational benefit
Social responsibility, use of capability
Who can we partner with in the community to share skills/cost/opportunities e.g. councils
Managing risk
Cost effectiveness and control outcomes
Priced when regulated
Reputational / upside / value
Funding sources
Define level of service
Is this the responsibility of the LGA?

Focus on profitability and return on investment
GMW is a good corporate citizen, member of the community, etc... PR, Reputation
Remove distractions from core business
Simplify for customers and community - even if at initial loss for business - aids in community and industry viability
How does Water for Victoria fit with our business objectives? We need to know what can and can't be done.
Should not have a negative impact on budgets
Cost neutral
In-house control
Managing risk
Managing potential for possible income
Reputation - good will
Review profit / loss - make informed decision, cost plus, charging market price
Farming - share cropping - share farmer
Look at commercial leases - should GMW combine this with houseboat leases
Lease land - look at Clay i.e. Waranga basin
Campers - pay or be able to issue fines - app for camping
Determine what type of entity GMW is and what we should be, moving forward
The amount of time and effort required for the money that we make equals the best reward
Is GMW delivering the services to a sufficient standard or could other organisations do it better?
Is the non prescribed service profitable for GMW?
Community views - does the community see the benefit and the value in these services
Survey services for rural subdivisions / whole farm plans with the objective of reducing our cost for irrigation
The ones that are best for the environment
As a government organisation GMW is directed to be involved in some non-prescribed services - such as enabling recreational use of GMW land and water. Other non-prescribed services such as grazing licenses align with appropriate land management and represent benefits fire and weed risk reduction.
We could exploit opportunities for commercial benefits while delivering on requirements to enable public access and use of recreational land / water
Opportunities can include large scale - such as wind farms, but small commercial ventures should produce a positive net benefit / return to contribute to non-financial recreation activities.
I believe our objectives should be to apply best possible business management to non-prescribed services - not just squeeze out maximum \$\$\$'s but improve efficiencies in management to increase profits
Which items that will benefit GMW and the users but must be cost effective.
Benefits to the business and irrigators

Is the service making money for the business?

Must be benefits to: community, environment (sustainability), customers (current & future)

Government driven - *Water for Victoria Plan* and community improvement and sustainability e.g. tourism

What should be our objective when deciding how to deliver our services?

Price associated with level of service and underlying costs.

Fit for purpose:

- Potential for mobile services
- Flow rates, consistency, timing
- Determined region by region, channel by channel
- Understanding future water use
- Optimisation of TCC/automation
- Desilting programs

Without losing service level - reduce GMW staff physical presence in offices (?) field staff, more self service, tech, drones

Starting/finishing irrigation season earlier/later (noting issues priming system in Loddon)

Outsource the delivery of water (GMW maintain system) (like power)

Is the current degree of automation required - could a lower cost option be developed?

Customer facing staff

- Some required, regional offices, use of bailiffs
- Local knowledge required for maintenance
- Pipelines require short response times

Low cost methodology to be utilised

Fit for purpose customer

- User pay

All year round service

- Different tariff for winter user

Need 24/7 service in Tatura

Better use of technology

Planners need to have area knowledge

Phone local office and local officers - important because they know the area

Face-to-face contact

Irrigation efficiency dividends remain with delivery share owners

GMW to be most competitive delivery system - attracts investment

Review staff numbers in lieu of new technologies and necessary spread of office locations

Retaining corporate knowledge (succession planning, etc.), particularly in the operational area with understanding of the system.
Investigating the funding of other (non prescribed) services from alternative funding sources, rather than irrigators.
Different skill sets in longer term
Spread of labour skill between both prescribed and non prescribed
Is best water practice happening?
Approach or technology to information share with GMW
Expectation less contact with gm. flow rates.
Effectiveness of having a 'call centre', approach questioned; who use it?
Level of comfort in WaterLINE (add phone number to WaterLINE)
Require a constant response with a high level of knowledge when contacting call centre; need to be confident that someone will respond in a timely fashion
Can do attitude to still provide simple support (filling out forms) in non central area/locations.
Future: <ul style="list-style-type: none"> 1. Mix of remote online with easy access to a support services 2. Drive innovation (capture new ideas and test ask their effectiveness in customers. be adaptive 3. Customer focus (understanding their changing needs) 4. Turnaround responses better requires government standards. 5. Different communication tools-use of instructive videos etc. 6. Intuitive instructions 7. Equitable cost sharing

What should we do differently in the future?

More internet services (recreation users) (irrigators & D& S)
Instant messenger services
More mobile customer service reps - less reliance on regional office
One person based in regional DELWP or CMA office rather than GMW regional office
Recruitment methods and personality types more testing and vigour for customer facing roles
Tiered services levels and charges according to this
Reduce service to O&S service to cut costs
Training sessions for solicitors
Build into solicitor qualifications-water management and laws -> professional bodies/partner with them-create a qualify action. We deal well with local brokers & solicitors but have issues with Melbourne ones providing bad advice.
Urban water corporations -looking for better quality water
GMW system integration-improved operational efficiency

Self-reported meter reads in the short term
Identifying clear contingency water supply options/measures-some for extreme events (floods)
Access to water at minimal notice
Highest water availability possible easiest in the season
Early and accurate information
Review customer engagement model
Re-focus GMW on regional development
Reduce conservative predictions without HRWS
Take coordinated planning approach
Establish / improve service levels for GMID customers
Potential water projects from connections to GMW
Review allocations to water users/production/partnership
Offset carbon emissions
Define value of water and communicate to customers
Be less conservative. With early season allocation announcement
Partner with other bodies to develop region
Improve stakeholder communications
Announce allocations earlier
Examine governance ownership model
Review GMW staff numbers re automation and decrease deliveries
Ensure that we (GMW) are price competent
Increase financial efficiency
Remove costs from GMW - water delivery, generate alternative income
Customer appointed to Board
Corporate stewardship
Create grid group of councils
Water corporations take different role in regional development.
Procurement review. Give managers (of area) delegation to approve. Authority to Act finance/procurement
Management has no authority i.e. customers/staff escalate to MP, etc. to override
Technology, driven outwards-not outwards (area offices/staff)
Ability to challenge other agencies obligations (ext. policies)
Question more don't just accept
Organisation/people to be as flexible and identify opportunities

Training on customer service, role out more to staff. Invest in staff
Recruiting
Amalgamation
Appropriate delegating levels/accountability
Continue with procurement process within region. Bulk ok
Downtime to be scheduled at more appropriate time (cost to business)
Technology outside of Casey street to be upgraded, downtime will improve
Continue increase video conferencing, drones etc. investments will reduce costs
Interlinking on farm and GMW technologies
Department could be farmed out to external resourcing
Work together - internal services
Unconstraint ourselves from what we do
Consistent and streamline process
Enable management to work within their delegation(PAC)
Need to be up-to date with technology
Manual processing
More self-service for customers
Mobility for our staff. Increase our service levels for our customers
Single customer views and online goals
Continuous process improvement - when we implement new technology, etc.
Single source of truth for data (internal services)
Public visibility
Increase revenue
Reduce costs
Long term maintenance costs and safety compliance
What we deliver should be sustainable
Ship back to lights on activities than only ass on
Value adding activities
Remove over governance-process streamlining
Grater utilisation of current systems improve efficiencies
Understand output product to customers
Build hierarchy of services sharing at the customer
Service mapping
Water delivery (24/7, SCADA, Technology, IPM, assets)

Minimise cost to customers
Making vendor accountable for products/efficiency (purchase equipment e.g. automated outlet with performance requirement. E.g. uptime vs downtime- set a standard of 90% if outlet performance less than 90%. Then GMW charge vendor the losses e.g. materials and labour.
More competition required to provide GMW Assets. Only one vendor at the moment provides outlets and flumes
Understand asset base
Analysis of poor performing assets+ eliminate causes/continues improvement
Why modernise all wheels not necessary effective?
Return to 1:1 contact with customers on a regular base so that they see GMW as individuals rather than as a mega-corporation
Most important aspects(our fundamental commitments should be based on these) 1.water delivery 2.flow rate 3. water on time
Simplify billing. Bills are too complicated
Providing analytics to customers to assist in decision making
This will reduce calls to call centre reduce costs
Simplify processes
Reduce administrator overhead
Understanding technology/systems to ensure we are making the most of what we have already got.
Suggested change: lets understand some customer businesses, ask to see their financials, understand their risks, will it stop GMW living in a bubble?
Should tariff maintain an upward trajectory with CPI?
Why not trim down and then start again?
Ensure a risk leased approach on all internal activities. Look for those opportunities
Improve decision making - data perspective - Single point of truth requirements (multiple systems) - Minimise integration
Improved decision making structure perspective e.g. dams and diversions Consistent authorisation-centralised/consolidation of teams
Minimise red tape to improve efficiency
Review paperwork requirements
Review authorisation levels
Empower decision makers
Lobby the government to change water trading rules
Understand technology requirements of customers and deliver on these concentrate on flow rates and delivery on time

Understand impacts of connections project
Future maintenance, future tariff
Visibility and transparency of GMW service standard (ESC reporting)
Make available KPI reporting
Bring software development in -house. Reduce risk/ cost from external vendor
Deliver to budget, with controls/accountability (savings/efficiency)
More tech solutions - apps iPhone self service, photo channel leak
Internal process duplication of effort e.g. ring up complaint, escalation process, back to customer
Stocktake accountability - people and culture who has responsibility "group hug" mentality
Spend "target" budget educate/education for all levels from GMs down e.g. trucks sitting in yards for weeks, sharing resources, better plant utilisation across GMW
Know the customers today and the future, +5 +10 +15 years
D&S customers charged low \$?
Need for technology - self service
What's our core business, recreation not part of that - what's GMW's Ministerial Obligation. Pressure government contributions for non-prescribed services user pays. Water services committees. (reduce funds, dinners etc.)
Automate processes - sic signatures for leave form (not useful)
Outsourcing services with deliverables (strategic alliances partner shared service offerings)
Hire our constructions, provide services to external parties (revenue generating)
Include metrics of productivity and efficiency for project delivery and make people accountable
Internal audit to review processes and accountability
Assess need for technology (enterprise architecture map)
Breakdown internal silos
Utilise best practices with "like" industries. Public - private partnerships
Return to bundled water
Water Services Committees cost analysis
Validity of customer service survey. Ration too small and is it handpicked?
Board costs, how do we assess value/should it be free?/merge costs with broader boards across water corps
Inconsistency in training conferences across different business units (bring back and share knowledge)
Stricter adherence to EA i.e. pay up front for courses / people leaving after completing training
Accountability for expenditure tied to IWP + bonus
Communication and consultation with the customer base - Water Services Committees and their interaction with their communities

Consider hire or up skill of employees to replace regular and large contracts and services. Perform regular assessment of large suppliers
Integration of technology or use of a central integration tool
More mobility in technology
Face-to-face contact and relationships with customers
Remove duplication of tasks across the business i.e. reducing labour or increasing productivity
Transfer non-prescribed services so we can focus on delivering core business to customers
Consider cost benefit of technology
Different services - different price point
Consider which functions can be outsourced
Remove culture of entitlement
Get the right people in - appropriate interviewing to make the right decisions
Try and keep prices down
Develop new areas for irrigation
Meter all stock and domestic services
Educate irrigators on other options to irrigate build more dams
12 months of the year supply
Billing
Job security
More training
Get rid of Facebook page
We should be able to issue re receipt in area officers for cheques
We should be able to receipt all forms by EFT
Network should run faster - lose internet connection and phone all the time - NBN
No support from higher management to decisions made by staff implementing approved procedures
Give customers and overdraft of their ABA e.g. 10%
Allow area offices to do online transfer for our customers (like brokers can)
Area office should be able to order water for customers that don't have WaterLINE access or access to computer
Should be fee for special metre reads (farmers ask for it so they know how much water they have left and report in IPM)
GMW should be able to accept cash for payments
Simplify rules to trade bore/ground water
Organisation too top heavy
Maintain local knowledge and experience

Complete modernisation off whole channel
Genuine customer centric service
Apply the inverted pyramid approach
Default mind set - what value does this bring our customer
Technology - developed for the user experience not around the systems
Truth and honesty before harmony (respectful)
Responsibility + Transparency = Accountability
Ownership and constraints (DELWP, Minister, etc.)
Engagement approach has to be fit for our customer demographics
Flexibility of work force dependent on customer needs - operational hours
Flexibility modes of contact - mobile workforce
Offer online live chat
Offer call-back service or a direct contact (get back in touch with customer service contact directly)
More delegation for our managers
Developing and providing training for our managers i.e. business case writing
People development
Same services offered by all - should be no difference between the Main Office (Tatura) and area offices
Full service "one stop shop" Customer portal - Saves customer time as well as staff processing time
Train managers to be managers
Really listen to customer feedback and demonstrate how feedback has been used - both internally and externally
Stop gold plating services i.e. staff going to customer's business. Customers should come in or call.
Alternative revenue to be generated from our Water Management System – providing our skills / capabilities to other authorities and third parties to provide a service and opportunity for the business to secure additional revenue
Communication
Less paperwork
Better pay rate
How we engage with customers?
Customers may not feel water services
Provide them with a voice. Look at next generation for water services
All use SAM / Rubicon - Water Reg (Together admin centrally)
Consolidate and work with other water authorities
Take over Lower Murray Water
Following water downriver

No loss to district
Two offices Kerang
Two offices Swan Hill
Two offices Mildura
Customer Relationship Consultants - equipped to do transaction at customer's table
Maybe Water Register does our processing?
Increase bulk water charges
Delivery Share water charged at a standard fee i.e. \$1,500
Offer more online services e.g. option to get an e-mailed bill
All work toward the same customer service outcomes as an organisation, work together to achieve the desired outcomes e.g. administration, planning
Think more commercial enterprise, save budget instead of spending to make sure you get next months budget
No accountability, clear KPI's with processes and people not following through with customer enquiries
Too many positions in middle management
Staff being empowered to make decisions (on the ground staff) and be supported by management to do so
Planning to go back to the area instead of being centralised
Invest in staff, training, career pathways
Research - what customers are prepared to pay for - i.e. Customers to pay for after hours contact? - 365 days a year irrigation?
Look into the possibilities to provide our services elsewhere - to other water industries - There is a lot of knowledge at GMW - this may increase revenue
New Generator
Water cart where everything works on it
Log grabs for excavators
Build more raw water storages (Eildon)
Customer Relationship Manager (CRM) - log details, problems with infrastructure going through there properly, resolutions of problems
Streamline process - spend less in the office
All is good
A fish rots at the head first
Structure - leave as is
Bring in CMA's
Assets and water delivery stay home
More GPS usage

Look for better solutions to repair assets i.e. channel banks finding soil
Concrete recycling
Remove red tape
Environmental delivery cost
Develop early intervention maintenance tactics to reduce asset failures
Asset reliability - e.g. regulate battery costs
Reduce corporate overheads
Delivery of works commercialised
Continuous improvement in the asset space
Improve internal communications
Use technology to reduce paper work in field services, tablets, all digital and work....
IT department needs to be 24x7
Work orders should be scoped by suitably experienced people
Do more work by GMW staff instead of contractors - employ more
More quality control on contractors / connections
Continuity of work keep everyone busy
Streamline work processes from top to bottom
Communication - Co-ordinator to land owner, PM to field staff, GMW in general to land owners
Land owner consultation
Acquire land to reduce services
Hydro power
Improve connectivity for field services
Managers be accountable for decisions they make
Make our own structures - precast yard
Make contractors accountable for a longer period of time for what they have done Particularly with pipelines and connecting new meters - some have malfunctions in under 12 months more care when backfilling
Increase customer base (pumped district) are customer number there?
Increase our role in development (unused blocks and streamline processes) reduce temporary water or make a base price.
More active role in shire
Technology more active tool in better ideas, better costs
Link in with one another better. More renewable electricity costs more in house work less constraints
Civil maintenance services should be put back under control. Rather than being under construction group
Need more research and development (instead of Rubicon)

Teach more basic operations to all staff not just bailiffs
Review third party contracts and use our own experienced people to do these jobs
Our internal experience is not used to maximum capacity
Do skill search internally, how many trained people do we have and don't use. Update in-house training more
IT-too many shutdowns. Fix it. Unable to work in the field
Shutdown Cohuna
Accountability review our correct role in caravan park, rec areas, etc.
Process involvement with external authorities
Too much red tape-increased red tape, slowing us down
Not taking advantage of local knowledge
Increase contact with customers
Video conferencing is great. Need more bandwidth
Purchasing process too slow. Purchasing items over \$2,000 holding up meter replacement. Also spare parts for SCADA.
Spread resources to remote office: decentralise
Reduce corporation overheads
Technology : look at different technologies for SCADA other than Rubicon
Managers who have the strength to make decisions that need to be made to enhance productivity of staff and make the workplace culture a place people want to work, customers would benefit greatly from this increased working productivity
GMW resourced adequately to provide the service and deliver the outcomes GMW has committed to.
Control OH&S hyper-ventilation to tailor expense according to the risks presented
I guess our customers would value - cost savings, security of water, good customer service, access to information
These two (good customer service, access to information) should be the easiest to be achieved by applying business improvements to how we manage the business. There seems to be barriers within the organisation to working on these fundamental / achievable objectives.
Empower staff to breakdown these obstacles and there may be progress
Delivery of irrigated water must be on time and be cost effective for the end user
Irrigators don't care if they can't get water within a certain timeframe they would rather have lower bills
Clear direction from the Top to Bottom !!!!!
Business lacks maturity and structure that meets customer needs
More collaboration between teams / units across GMW to leverage off talent and capabilities, reduce duplication and competition.
The business needs to work as a team and correct issues within to be able to provide the best service of care to customers.

People within the organisation need to have trust with one another for changes to be made
Communication between managers and staff
Locally - now and future to do our job to the best of our ability - access, more workers on the ground, in comparison to offices, how many chiefs, compared to Indians unknown about Tatura
Flexibility in the workplace
Technology, get it working in the field - laptops
Access to all new outlets / regulators along channel banks and not through farms - save time and money
GMW needs to ask minister to have stock & domestic water tied to land (bundled)
Job sharing (flexible hours) transition into retirement, training young new staff
Technology for customers ongoing
Simplify processes, less red tape, one contact resolution
Technology use needs upgrading. Weed spraying (microwave)
Trim dead wood
Decision makers to be made more accountable
Buy equipment better suited to work e.g. rangers compared to Mitsubishi - Price of private vs Ranger vs Mitsubishi
Price shouldn't be a factor compared to cheaper local dealer - e.g. spades
Rubicon vs Siemens technology and other competitors
Consultation of local knowledge about purchases to suit situation
Simplifying Maximo process
Simplify log in computer process and duplicating passwords
Reduce centralisation for maintenance and construction
Cross skilling
Creating more water sales
Talk to bottom line staff
Acknowledge GMW isn't just the GMID
Reduce middle management
Make people accountable
Reduce unnecessary costs
Restructure - simplify it
Clearer job titles-customer service support officer doesn't tell someone what they do
Progression planning - leadership roles, trainees, create a career path
Too top heavy structure/office based staff
Training for bottom line staff - useful skills, rather than management

Communication - appropriate to what is needed by level
Involvement of staff under a person receiving a band progression, etc.
Technology - How can we device customer better in field, end user outcome not a one size fits all approach
Large unit in place ITC, what difference has been made?
Who are corporate servicing? Are they providing services to regional units outside of Tatura
Increase regional autonomy - regional centres
We get too much information and not the information we need
Training program - principal base rather than practical base, not focussed on employee development
Not allowed to have team site for SharePoint which will improve process
Remove compliance unit from business risk to employees and does not add any value
Equipment sharing to reduce hiring costs
Use in-house skills as opposed to consultants
Cut red tape and think commercial
Review current structure (reporting lines complex)
Management spread too thin an in areas they are not familiar with
Needs to be accountable and efficient related to decision making
Look at customer engagement model, stop various units visiting properties-should be diversion model where one person can provide licensing advice, maintenance, customer service, etc.
More focus on other parts of business, GMW is more than gravity area
Out-dated technology has efficiency impact on business
Empower people to make decisions, have got to a position where we are for too much risk adverse.