

OUR CORPORATE STRATEGY 2028
ACHIEVING TOGETHER

WATER FOR A THRIVING
NORTHERN VICTORIA

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Acknowledgement of Country

Goulburn-Murray Water acknowledges the Aboriginal and Torres Strait Islander communities of Victoria and pays respect to their Elders past, present and emerging.

We acknowledge Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia and as the proud representatives of the world's oldest, living culture.

We recognise the Yorta Yorta Nation and the Dja Dja Wurrung, Taungurung and Gunaikurnai Clans, as the Registered Aboriginal Parties within the Goulburn-Murray Water service region and acknowledge their rights as the Traditional Owners of lands and waters, as outlined in their Agreements with the State of Victoria. We also acknowledge the insight, contributions and value the Traditional Owner communities add to the management of those lands and waters.

We also recognise the rich cultural connections all First Peoples have across our region, as Traditional Custodians of lands and waters and the importance of those to all our communities.

Our purpose

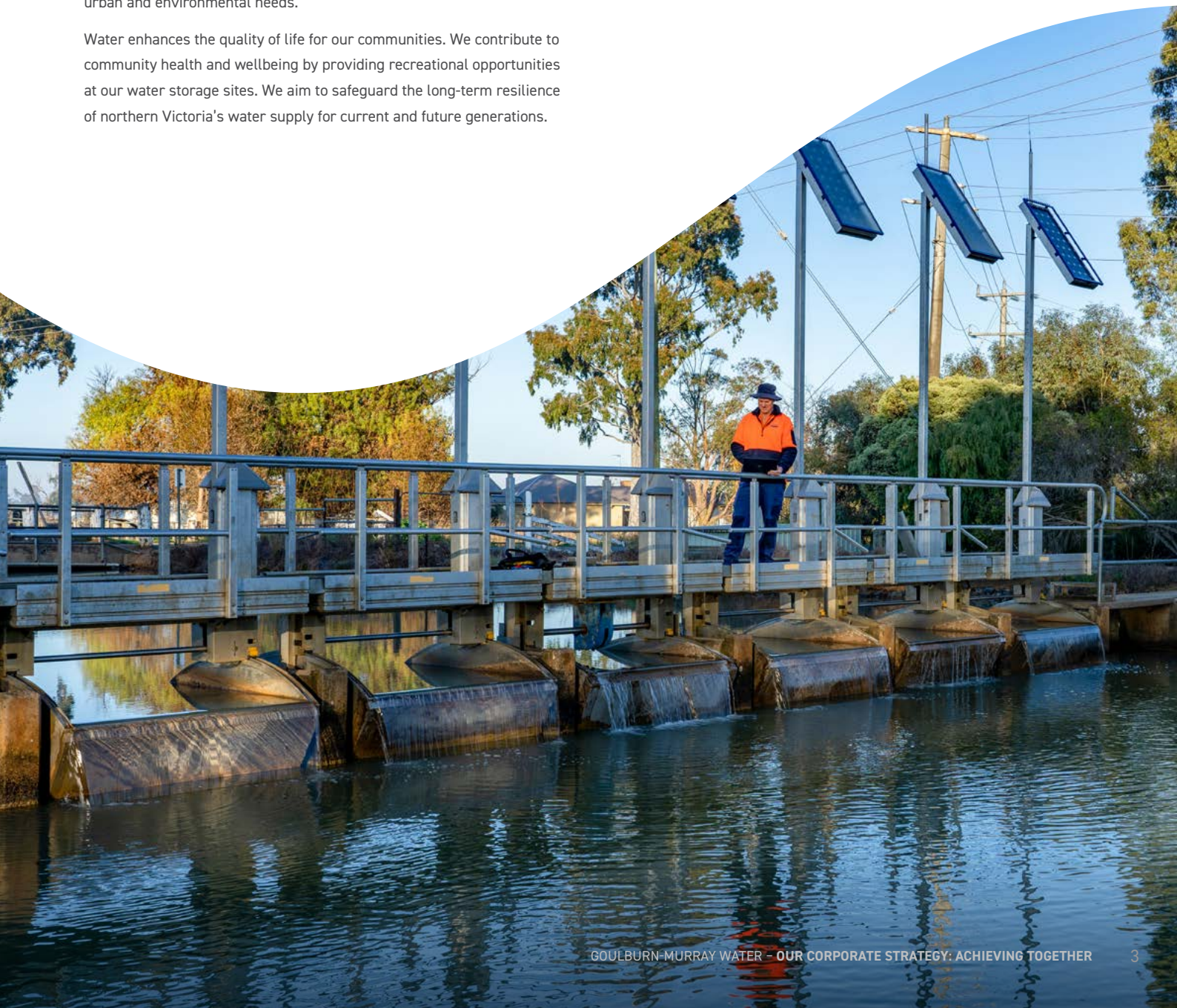
GOULBURN-MURRAY WATER (GMW) EXISTS TO STORE AND DELIVER WATER TO SUSTAIN NORTHERN VICTORIA'S AGRICULTURAL SECTOR, TOWNS AND ENVIRONMENT.

By managing more than \$5 billion in water assets and through facilitating efficient water management, we contribute to the health of the economy, environment and communities in northern Victoria. Our water services support the region to adapt to future challenges and opportunities, ensuring a sustainable water supply for agricultural, urban and environmental needs.

Water enhances the quality of life for our communities. We contribute to community health and wellbeing by providing recreational opportunities at our water storage sites. We aim to safeguard the long-term resilience of northern Victoria's water supply for current and future generations.

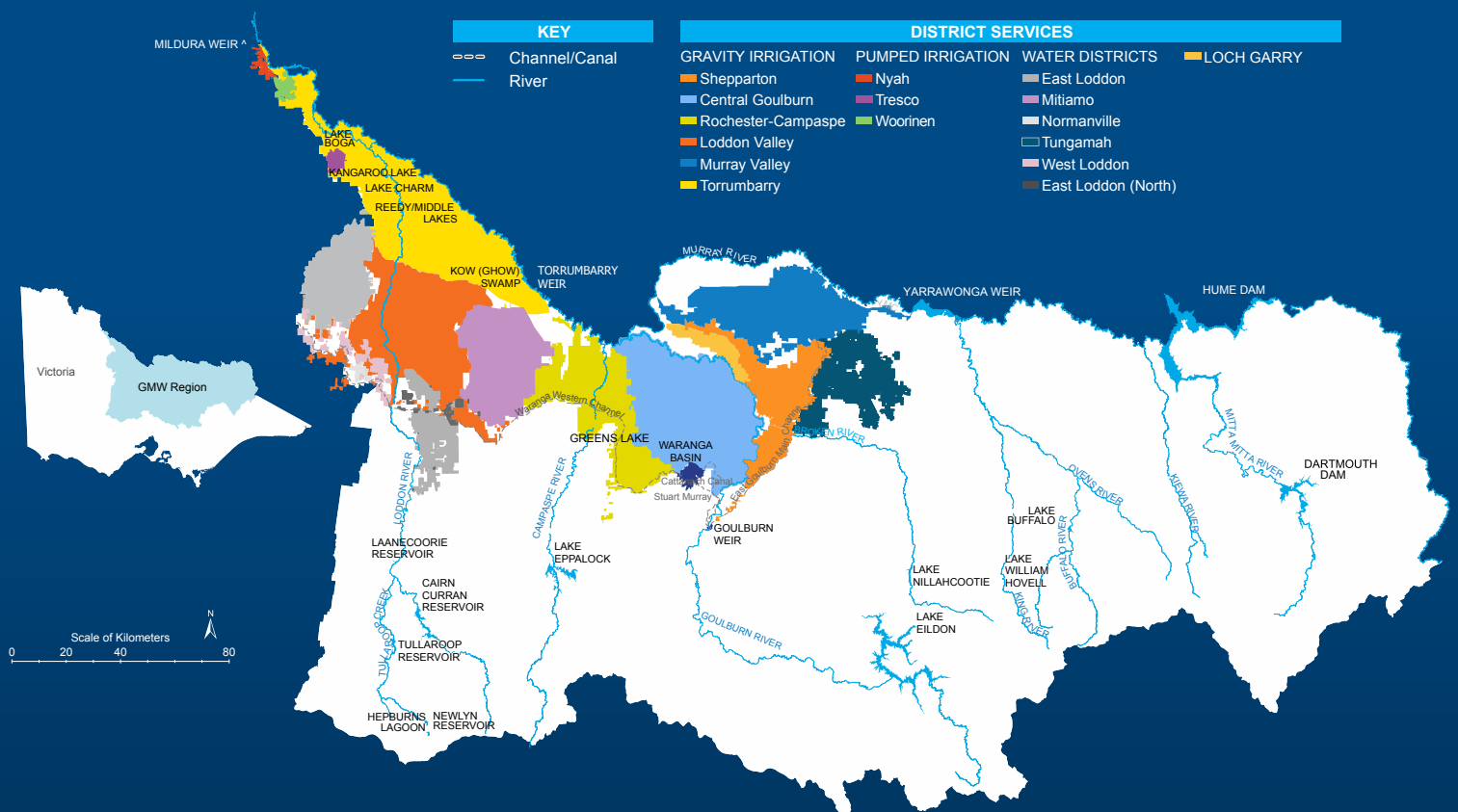


“WORKING TOGETHER TO DELIVER SUSTAINABLE, EFFICIENT AND ADAPTIVE WATER SERVICES.”



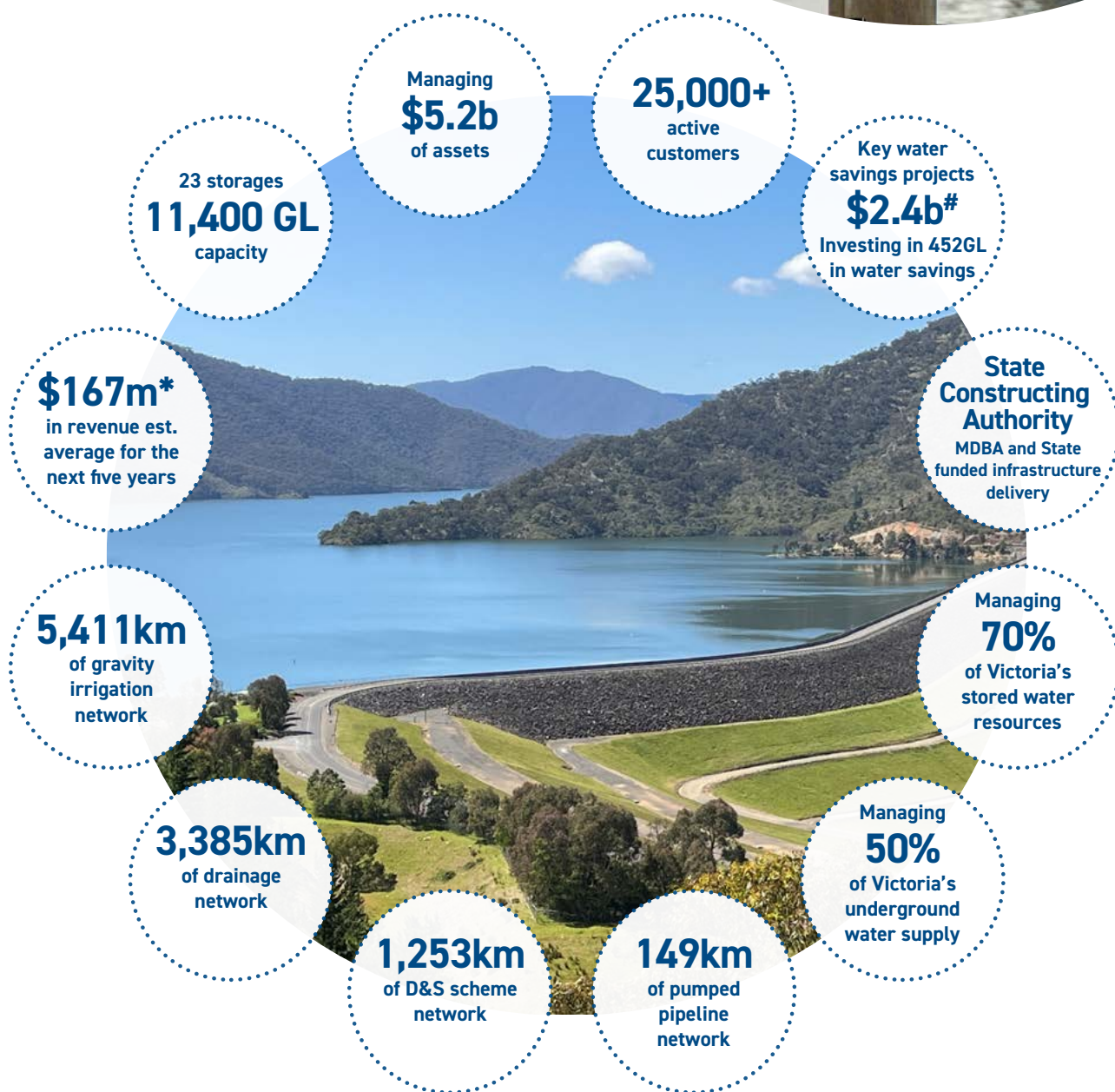


Our region



THE MAP ABOVE SHOWS THE 68,000 SQUARE KILOMETRE GMW REGION, BORDERED BY THE GREAT DIVIDING RANGE IN THE SOUTH, THE RIVER MURRAY IN THE NORTH AND FROM CORRYONG IN THE EAST TO NYAH IN THE WEST.

We are responsible for



* Revenue is represented by gross fees and charges on average over the 2024-2028 period and does not include the Water Efficiency Project. Values have not been adjusted for accounting requirements and do not represent statutory revenue.

[#] Key water savings projects: the Connections Project achieved 433 GL (long-term average annual yield) of water savings, the Mitiamo Pipeline achieved 1 GL and the WEP 18 GL.

Our customers

We provide services to more than 25,000 active customers ranging from large-scale gravity irrigators to part-time hobby and lifestyle farmers, the environmental water holders, Traditional Owners as well as urban water authorities that supply town water to our local communities.

Customer Type	Customers	Description
Gravity irrigators	7,888	Gravity irrigation customers are some of the main users of water in the Goulburn Murray Irrigation District. Their enterprises include dairy, horticulture and cropping. Water is delivered to our gravity irrigation customers via our irrigation channel delivery network – the largest in Australia.
Surface water diverters	3,139 3,244	<p>Regulated diverters Regulated diverters are customers who use the natural system of creeks and rivers within the Goulburn Murray area that are controlled or ‘regulated’ from GMW or Murray Darling Basin Authority (MDBA) water storages, enabling water to be released when it is required.</p> <p>Unregulated diverters Unregulated diverters are customers who use water from creeks and rivers where flows are not controlled by releases from GMW or Murray-Darling Basin Authority (MDBA) water storages.</p>
Groundwater diverters	1,634	Groundwater customers draw their water from aquifers that are found beneath the earth’s surface in pores and crevices of sand and rocks. Groundwater supports a significant amount of agricultural activity, commercial operations, provides urban supplies, and is an essential source of water for domestic and stock supply.
Domestic and stock customers	4,568	GMW’s domestic and stock customers require water for domestic use (such as watering lawns or water for stock) and kitchen-garden watering. Domestic and stock customers are made up of small-use customers, as well as customers who are also irrigators on larger properties.
Pumped irrigation customers	604	In the western part of the GMID, from Lake Boga to Nyah, there are three individual pumped irrigation districts – Nyah, Tresco and Woorinen. GMW provides pumped irrigation and drainage services to customers in these regions. The history of this region is rich in agriculture through irrigated horticulture and dryland farming. Large-scale horticultural industry has flourished in these regions through the irrigated piped system.
Non-water customers	1,571 53	<p>Land and on Water Leasing and Licensing customers GMW has individual commercial contracts with these customers. They include caravan parks, graziers, houseboat owners, private jetty infrastructure owners, the Lake Eildon Houseboat Industry Association, telecommunications and forestry companies.</p> <p>Loch Garry In low-flood periods, Loch Garry prevents water diverting onto these customers’ properties. Loch Garry is the only flood protection structure owned and operated by GMW.</p>
Other customers		<p>Environmental watering customers GMW harvests, stores and delivers water for the Commonwealth Environmental Water Holder (CEWH) and the Victorian Environmental Water Holder (VEWH). Water for the environment is managed to maintain the health of rivers and wetlands in our region to the benefit of the environment.</p> <p>Urban water supply GMW also harvests, stores and delivers water for urban and rural water supply corporations. Urban water supply corporations in turn treat the water supplied by GMW to become drinking water for their towns. Urban water supply customers include Goulburn Valley Water, North East Water, Coliban Water, Central Highlands Water, Lower Murray Water and Grampians Wimmera Mallee Water.</p> <p>Water investment This group of customers includes investment funds, water-share only customers and agriculture corporations.</p>

*The customer segments have been identified using a single customer view methodology that groups customers based on their primary need. For example, if a customer accesses a gravity irrigation service and a domestic and stock service, they are classified as in the irrigation segment if their gravity irrigation charges exceed their domestic and stock charges.



Our services

Service	Description
Gravity Irrigation	Water is delivered to customers in the Shepparton, Murray Valley, Central Goulburn, Rochester, Loddon Valley and Torrumbarry irrigation areas through our extensive gravity distribution network. Customers are required to place an order to receive water supply via the predominantly modernised network which they access through service points.
Water Storage	Water storages are operated while maximising harvesting opportunities to store water efficiently for our customers. Customers receive water allocated against their water shares, based on water availability and climate-adjusted data.
Constructing Authority	We manage and construct assets on behalf of other entities including the MDBA and the Victorian Government.
Environmental Water Supply	Water is harvested, stored and delivered for the Commonwealth Environmental Water Holder (CEWH) and the Victorian Environmental Water Holder (VEWH). Water for the environment is managed to maintain the health of rivers and wetlands in our region to the benefit of the environment. We work with our Catchment Management Authority partners to deliver water to where and when it's required.
Diversions	Water is delivered to our customers from either regulated or unregulated streams, creeks and rivers, or through groundwater aquifers across the region. Customers have a license to extract water through a service point on their property in line with regulated or unregulated surface water or groundwater service conditions.
Recreation	We manage 23 storages and much of the land around those storages, providing a range of land and on water services for recreational and commercial pursuits including caravan parks, house boating, community clubs, camping and picnic areas.
Drainage	Drainage and salinity management services are provided in parts of our irrigation districts. We also operate and manage a network of groundwater pumps to provide subsurface drainage.
Pumped Irrigation	Water is delivered to our customers in the Nyah, Woorinen and Tresco irrigation areas through a dedicated pumped distribution network. The customers receive a low pressure service which is suited to the high value horticulture most commonly grown in these areas.
Fee for Service	Fee for Service covers the processing of applications from customers for changes to their entitlements and licences, some of which are as the Minister's delegate. Fees are payable by the applicant to meet the costs associated with assessing and processing an application and issuing any relevant licenses or authorisations.
Water Districts	Water District customers receive reticulated D&S supply in Tungamah, Normanville, East Loddon and Mitiamo district, with gravity supply in East Loddon (North) and West Loddon. Customers can normally access water at any time during the year, and notification of intention to take water is not required.
Loch Garry	Flood Protection services are provided to protect the 14,000 hectare Loch Garry Flood Protection District at Bunbartha from minor flood events.



Navigating our future

THIS STRATEGY POSITIONS GMW TO NAVIGATE A RAPIDLY CHANGING LANDSCAPE.

The changing climate, variable water supply and demand, technological advancements, and shifting regulatory requirements present risks and opportunities. This change, while sometimes challenging, provides opportunities to innovate, leverage our assets and lead in sustainable water management practices.

Our strategy has a 15-year strategic outlook and a focus on creating a culture of achievement and innovation. Our workforce will be equipped with advanced skills and knowledge to build the capabilities required for success. Collaboration with customers, government bodies, and industry partners, will be crucial. With strong trusting partnerships and open communication we will co-create solutions that are responsive to the needs of our diverse community.

Our strategy considers the strategic risks and opportunities. We are committed to being a forward-thinking organisation that reduces risks to our people and the community while navigating our future with confidence.



Workforce of the future



Safety and wellbeing



Resilient to a changing climate



Customer of the future



Technology



Affordability



Policy and Regulatory change



“WITH STRONG TRUSTING PARTNERSHIPS AND OPEN COMMUNICATION WE WILL CO-CREATE SOLUTIONS THAT ARE RESPONSIVE TO THE NEEDS OF OUR DIVERSE COMMUNITY.”

Our strategy on a page

Vision – Water for a thriving northern Victoria

Purpose – Working together to deliver sustainable, efficient and adaptive water services

Values –

👉 Excellence 👉 Honesty 👉 Accountability 👉 Courage 👉 Caring

Strategic Pillars

WORKING WITH OUR CUSTOMERS AND COMMUNITIES

To deliver reliable and affordable services for our current and future customers, while working with partners and stakeholders to influence and enhance regional outcomes

EMBRACING TECHNOLOGY AND INNOVATION

To enhance customer experience, drive operational efficiency and productivity

INVESTING IN OUR PEOPLE

To drive a culture of achievement and innovation that fosters the workforce of the future and supports an ongoing focus on safety and wellbeing

ADAPTING OUR SERVICES AND LEVERAGING OUR ASSETS

To support the needs of the region and our customers in the context of changing communities, markets and climate

Water Services

Gravity
Irrigation

Water
Storage

Constructing
Authority

Environmental
Water Supply

Diversions

Recreation

Drainage

Pumped
Irrigation

Fee for
Service

Water
Districts

Loch Garry

Working with our customers and communities

To deliver reliable and affordable services for our current and future customers, while working with partners and stakeholders to influence and enhance regional outcomes.

SUCCESS MEANS...

- 1 We deliver water when and where it's needed
- 2 Doing business with us is easy
- 3 Our prices are transparent, stable and affordable
- 4 We are trusted by our customers and the community
- 5 We work with partners and stakeholders to help shape decisions that affect the region
- 6 We have meaningful relationships with Traditional Owners

Embracing technology and innovation

To enhance customer experience, drive operational efficiency and productivity.

SUCCESS MEANS...

- 1 We actively adopt and integrate technologies that improve how we work
- 2 We turn our data into clear insights that enable evidence-based decisions
- 3 We empower our customers with data and technology access
- 4 We protect our information and the privacy of our customers
- 5 Our technology and innovation investments create operational efficiency and productivity benefits





Investing in our people

To drive a culture of achievement and innovation that fosters the workforce of the future and supports an ongoing focus on safety and wellbeing.

SUCCESS MEANS...

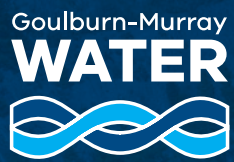
- 1 We minimise risks to our people and the public in everything we do
- 2 We are a technology capable organisation and our people evolve with change
- 3 We empower and develop our people to grow and maximise their skills for the future
- 4 Pride in the GMW brand attracts a skilled, diverse and committed workforce
- 5 Our people collaborate internally and externally to innovate, problem solve and achieve outcomes

Adapting our services and leveraging our assets

To support the needs of the region and our customers in the context of changing communities, markets and climate.

SUCCESS MEANS...

- 1 Our asset base is optimised and supports our communities to navigate variable water availability
- 2 We consider, plan and take action for significant and long-term change in the region
- 3 Our asset management practices continue to mature and derive value from our \$5billion asset base
- 4 We build partnerships that support our financial sustainability and deliver benefits for the community, environment and economy



GMW CUSTOMER ENQUIRIES

EMAIL: reception@gmwater.com.au

PHONE: 1800 013 357

WEBSITE: www.gmwater.com.au

 @GMWater

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 @goulburnmurraywater

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