



OUR FUTURE

OUR STRATEGIC PLAN

Fact Sheet

About our strategic plan

Goulburn-Murray Water (GMW) needs to make significant changes to its business and its delivery network to ensure it is sustainable in the future.

Managing the network to match water delivery is critical to our region's success. However, we also know this change will be challenging.

To ensure our customers, the agricultural industry and our communities understand why GMW has to make changes; we need to work with them to plan our future.

We are commencing a strategic planning process with our customers, our communities and the agricultural industry to ensure they all have input into what and how we need to change.

We will develop a Strategic Plan that sets our direction for the next five, 10 and 30 years.

Our Board is keen to ensure our Water Services Committees and our new Strategic Advisory Committee play a key role in this process.

Our goal – and the reasons we're taking this collaborative approach – is to work together to ensure the future prosperity of our business and our region.

Why are we developing a new strategic plan?

The most significant challenges facing GMW and our customers are the impacts of climate change and water availability. We know the impacts of these challenges threaten its viability.

The figures cannot be disputed. The delivery network was designed to deliver 2500GL of water each year and today at its peak delivers just 1400GL.

There are further risks from competition for water in new markets and our business is further challenged by its aging infrastructure.

What sets our region apart is the \$2 billion Connections Project that is creating a world-class delivery network in our region. No other region can boast this investment in infrastructure.

Our delivery network is also set up to ensure farmers have the flexibility to manage their needs.

GMW's challenge is to ensure we have the services and infrastructure to allow our customers to take advantage of this flexibility. To ensure they remain in the region – or come back.

Options for GMW's future

It's really important to understand our plan for the future is not already decided. We know we need to change to ensure the sustainability of our business and the future prosperity of our region.

There are many options for our future.

Research shows there is a reduction in the number of farms, which provides an opportunity for us to look at the size of our delivery network. A smaller network allows us to reduce our costs – which minimises the impact on customers' prices.

Research also shows us our farmers are expanding to new crop types that demand changes to our delivery network. GMW needs to consider delivering water beyond the traditional irrigation season to meet this demand.

These are some of the insights we plan to share and work with you on.

How will we do it?

There are four steps in our strategic planning process. These are;

1. Identifying our opportunities and challenges
2. Developing a strategy for the future
3. Consulting on our draft strategy for the future
4. Finalising our Strategic Plan.



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Step 1 Workshops: understanding our future challenges and opportunities

To make sure we get it right we've identified a series of topics we need to cover. Things like;

- water resources, regulation and policies,
- our customers and industry
- GMW's current state of business.

Between November and February, we will explore all of these topics particularly looking at "opportunities and challenges" in dedicated workshops. We will also be speaking to specialists in these fields.

Together with our Board, these experts will share their stories with our staff, Water Services Committees, and our Strategic Advisory Committee.

These topics will be about gathering the facts, identifying how our organisation needs to change and looking at creating opportunities.

When we've finished considering these topics in detail we'll develop a findings paper that will outline what we've heard and opportunities we've identified. We will share this with you.

Again, we intend to do this collaboratively with our staff, Water Services Committees and our Stakeholder Advisory Committee.

Step 2 Developing a strategy for the future

Once we have considered all of the themes and information from our workshops, we will look at what we need to do to change as a business. This may be specific actions we need to take.

Ultimately we will be looking at how we can maximise our opportunities to meet our challenges. We plan to do this early in 2017.

Step 3 – Consulting on our draft plan for the future

Once we have established a draft strategy for our future, we will be asking all of customers, our broader

stakeholders and community for their thoughts on our plan for the future.

We will be holding public information sessions, where we will talk through the rationale of the plan, and actively seek feedback.

There will also be opportunities for everyone to provide feedback online, in person at our Customer Service Centres and via the post.

Step 4 – Finalising our plan

Once we have heard from all of our staff, customers, and stakeholders we will finalise our plan by making the necessary changes to ensure we get it right.

Why is working in collaboration so important?

This is a plan for GMW's future and it affects our entire region, so we want to make sure we gather as much feedback and knowledge as possible.

We believe working together will help our business achieve far better outcomes for our region than it could working alone.

For more information

During our strategic planning process, we will provide staff, our customers and stakeholders with up-to-date information on the process and a place to provide feedback and suggestions on our intranet and website.