



# **Goulburn-Murray Water**

## **Corporate Plan**

**2007/08**

(Statement of Corporate Intent and Business Plan)

June 2007



## **Goulburn-Murray Water Corporate Plan 2007/08**

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## **Our Mission**

To deliver sustainable water services that meet customer and stakeholder needs and support regional economic growth, while balancing social, economic and environmental considerations.

## **Our Values**

**Human safety, the environment and customer service** are our highest priorities

**Sustainability** is our commitment to future generations

**Cooperation** based on the involvement of people is the key to progress

**Openness** builds trust, knowledge and understanding

**Integrity, respect and pride** are valued characteristics of our people

**Continual improvement** is essential and underpins our future

## **Our Vision for 2012**

By 2012, Goulburn-Murray Water will provide integrated management of the total water system to meet the changing needs of the whole community and to help support vibrant, growing regional economies.

We will provide responsive and innovative services with a price and delivery mix that balances existing and emerging customer needs. Water supply infrastructure will have been extensively reconfigured and modernised to create a more efficient supply system that meets the needs of modern irrigators and supports profitable farm enterprises.

Customers will have clearly specified water entitlements, offering choice and flexibility in the way they manage their businesses, complemented by a range of flexible water trading and leasing services.

Our distribution system efficiency will have improved from the current level of around 72% to at least 77%, representing almost a 20% reduction in losses, and we will have supported our irrigation customers to make major improvements in on-farm water use efficiency.

Water savings projects undertaken by Goulburn-Murray Water and its customers will have provided environmental water entitlements and resulted in significant improvements in the environment. Rivers and wetlands will be healthy and productive.

The modernisation of our supply network, improvements in system efficiencies and generation of water savings for the environment will only be achieved through significant externally funded investment in these integrated projects. We will have established positive, productive partnerships with key external funders, and will have delivered strong returns on these investments in the form of water for the environment and more viable regional economies based on sustainable irrigation.

Our reservoirs will be visited by people from all parts of Victoria to enjoy the improved and expanded recreational opportunities that these water bodies will offer.

The environment will be enhanced by the reduction in the environmental impacts of our business operations and through the better long term management of irrigation drainage salinity and nutrient loads.

We will be an employer of choice, providing a safe workplace for a diverse, committed and capable workforce that is valued by the Authority, customers and the community.

We will continue to consult openly and transparently with and listen to all our key stakeholders and will have established effective relationships with them.

## **Our Business Objectives**

The business objectives that Goulburn-Murray Water will aim to achieve are:

### **1. Responsive Customer Service**

To provide a range of responsive and innovative services with a price and delivery mix that balances existing and emerging customer needs.

### **2. Building for the Future**

To contribute to Government water reforms, developing and adapting the appropriate assets, technology and systems that meet the future needs of our customers and communities and enable regional growth.

### **3. Working Together**

To develop productive, empathetic and enduring relationships with all interested parties to achieve the best balance of economic, environmental and social outcomes.

### **4. Operating Efficiently and Effectively**

To actively pursue new and improved ways to operate our business to achieve the most cost effective total water system management whilst meeting all our (statutory, financial and customer) obligations

### **5. Connected to the Environment**

To be conscious that what we do has a significant and lasting effect on the environment and to seek to reduce this impact, contributing to enhanced environmental outcomes.

### **6. Valuing our Employees**

To provide a safe, healthy and satisfying place for our people to work, because it is through a competent, committed and adaptable workforce that our long term security and success is assured in a rapidly changing world.

## Our Key Strategic Directions

Goulburn-Murray Water's mission is to provide sustainable water services to its customers. Over the last three years we have been working to implement a range of key reforms. Over the coming year we will continue to deliver on this reform agenda and we will direct our efforts to implementation of the following key strategies:

- **Delivering Water Savings**

**Watertight 2020** was established in 2006/07. This program provides a clear focus on water savings and the activities required to achieve savings. This program will generate water savings of by 320,000 ML by 2012 and by 400,000 ML by 2020. Key projects include Mokoan – Return to Wetlands, channel automation and saving 25,000 ML through the implementation of infrastructure reconfiguration plans. We will be working to integrate water savings with reconfiguration and modernisation plans and to develop business cases for these large scale projects.

- **Reconfiguring and Modernising Distribution Systems**

We have already developed a reconfiguration plan for the Pyramid-Boort Area and have begun to implement it. Community based working groups have been established in every Area to guide development of reconfiguration and modernisation plans. Plans are being developed progressively and all plans will be completed by 2008/09. Implementation of these strategies will improve the viability of customers by providing services that meet modern irrigator needs and, where necessary, provide the mechanism to adjust to the changing demands for water delivery services.

- **Unbundling Water Entitlements and Reforming Tariffs**

Unbundling of water entitlements will occur on 1 July 2007 in northern Victoria and will offer customers more flexibility in how they access our services and manage their businesses. G-MW has taken a lead in unbundling and tariffs have already been reformed to support the implementation of delivery shares. During 2006/07 we have undertaken further major activities to develop the detail of the unbundling reforms; communicate these to customers; "cleanse" all our water entitlement data in preparation for loading it into the new statewide register and to upgrade our key business systems. We will continue to implement unbundling in 2007/08, with a focus on anchoring the key changes, developing and introducing arrangements for transfer of delivery shares and termination fees; and further developing irrigator understanding of these new arrangements. We will also direct attention to consulting with customers to develop a transition plan for the staged introduction of basin bulk water pricing across G-MW and for the implementation of the final outcomes of the Tariff Policy Review which aims to better manage the financial impacts on customers of fixed charges in years of extremely low water availability. There is a need to review tariffs for drainage services, however this will not commence until unbundling is completed

- **Improved Asset Management**

We will continue to implement the Advanced Maintenance Program (AMP) to extend asset lives. A key challenge will be to align and integrate this key program with future strategies for the reconfiguration and modernisation of our assets to ensure the most cost effective management of our assets. We will also continue to develop asset management techniques and strategies and investigate alternate models to further improve our delivery of major capital projects.

- **Supporting Regional Development**

We will develop innovative and responsive solutions to support existing customers and



attract other new water users to our area. These activities will be closely linked to the reconfiguration and modernisation of our distributions systems. We will collaborate closely with local government, DSE and CMAs in the reconfiguration of our systems and attracting new developments.

- **System Interconnections and Urban Water Demands**

The drought has required urban water authorities to fast-track projects to secure water needs for important regional centres. A major pipeline to link the Waranga Western Channel to Lake Eppalock is currently under construction. This will ultimately provide water for both Bendigo and Ballarat. G-MW is working closely with Coliban Water on this project and we have put in place agreements to establish the service arrangements and pricing to deliver water to the new pipeline offtake. There have also been proposals for a north-south pipeline to connect the Goulburn system to the Melbourne urban system, based largely on water savings from infrastructure upgrades.

Balancing these new demands for water with those of our irrigation customers will present a challenge and will require innovative approaches whilst also ensuring that we can continue to adequately service the needs of our existing irrigation customers. The ability to address these issues will be enhanced if the construction of the proposed Murray to Goulburn interconnector channel proceeds and G-MW will support and assist DSE's feasibility studies into this project during 2007/08.

- **Improving Water Storage Amenity Services**

The Water Storage Amenity business was established in August 2005. A five year strategic business plan was approved in March 2006 and its continued implementation over the next four years will produce significant improvements in the services and facilities provided around our water storages. We will upgrade facilities and widen the range of recreational and tourism opportunities by working with local government and the private sector.

- **Better Risk Management**

We will continue to implement our "whole of business" risk management system to better manage risks. In particular we will be revising the capital planning processes to better prioritise investments across G-MW in relation to risk reduction. We will also commence planning for the achievement of ISO 9000 quality accreditation within G-MW.

- **Providing efficient services**

We will achieve productivity savings of 12% over the 5 year period from 2005/06 to 2009/10; and improve price signals provided through cost-reflective tariffs.

- **Improving the environment**

We will develop and deliver programs to support CMA and government initiatives in environmental flows, river health, salinity and nutrient management.

- **Working with Stakeholders**

We seek to involve customers in decision making that affects the range, cost and quality of services provided to them. We will be working with our Water Services Committees to continuously improve their effectiveness and ensure they continue to be well equipped to provide high quality advice in a complex, dynamic environment.

- **Improving Our Workforce Capability**

We need a capable, committed workforce that understands and embraces the future directions for the organisation. We will develop a strategic human resources plan to help

our staff meet our challenges. This will also help ensure that we continuously improve the productivity and safety of our workplaces.

We are committed to achieving water savings for the return of water to the Murray and Snowy Rivers. As part of this push, there are also two major funding proposals lodged with the National Water Commission for funding under the Water Smart Australia program. The bids include involve a major channel automation and pipelining project in the Shepparton Area; and a major on-farm renovation program, closely integrated with reconfiguration programs, to create on-farm water savings and with channel reconfiguration works will enable more water savings to be achieved. If these bids are successful, they will be incorporated into our programs.

The strategies in this Plan are consistent with our 2006/07-07/08 Water Plan and will enable us to deliver the service strategies and outcomes identified in that Plan. They are also designed to meet the requirements our Statement of Obligations.

Our programs have been developed to deliver the government policy objectives and measures set out in the following strategies and initiatives:

- ❑ Securing Our Water Future Together (White Paper)
- ❑ Statement of Obligations
- ❑ The Living Murray First Step decision
- ❑ The National Water Initiative and the Murray Darling Basin Inter Governmental Agreement
- ❑ The Snowy Project Water Savings Program
- ❑ The Victorian River Health Strategy
- ❑ Regional Catchment Strategies.

A detailed action program is included later in this Plan (refer pages 16 - 20)

**Figure 1 - Our Performance Indicators at a glance**

	Governance		Economic Sustainability			
Objective	We aim to continuously improve our governance practices and strive to achieve high levels of transparency, trust and stewardship		We will actively pursue new and improved ways to operate our business to achieve the most cost effective total water system management whilst meeting all our (statutory financial and customer) obligations		We will contribute to Government water reforms, developing and adapting the appropriate assets, technology and systems that meet the future needs of our customers and communities and enable regional growth	
Results	Perform. Aspect	2007/08 Target	Perform. Aspect	2007/08 Target	Perform. Aspect	2007/08 Target
	Whole-of-business approach to risk management	Whole-of-business risk management framework implemented	Cost management	Productivity Plan target of 5% reduction in cost compared to 04/05 base achieved	Delivery system efficiency	Overall efficiency of Area distribution systems 74%
	Continuously improve Board performance	Board performance review undertaken and report provided to Minister of Water	Advanced Maintenance Program	Water Plan works program achieved within cost estimates	Availability of bulk water assets to supply customer orders	100%
			Capital Expenditure	Water Plan works program achieved within cost estimates	Capability of storages to hold design capacity	100% of time at all storages (excl Lake Mokoan)
					Availability of distribution assets	No unplanned service failures greater than 12 hours
					Response to reported channel leaks	Area service standards met (Fig.2 below)
					Availability of Mildura-Merbein Salt Interception Scheme assets	69%

	Social Sustainability						Environmental Sustainability	
	Objectives							
	We will provide a range of responsive and innovative services with a price and delivery mix that balances existing and emerging customer needs		We will provide a safe, healthy and satisfying place for our people to work, because it is through a competent, committed and adaptable workforce that our long term security and success is assured in a rapidly changing world		We will develop productive, empathetic and enduring relationships with all interested parties to achieve the best balance of economic, environmental and social outcomes		We will be conscious that what we do has a significant and lasting effect on the environment and seek to reduce this impact, contributing to enhanced environmental outcomes	
	Perform. Aspect	2007/08 Target	Perform. Aspect	2007/08 Target	Perform. Aspect	2007/08 Target	Perform. Aspect	2007/08 Target
	Compliance with agreed standards	Area service delivery standards met (Fig. 2 below)  Accounts issued in accordance with agreed billing schedules with an accuracy rate of greater than 99%  At least 80% of surveyed customers satisfied with our services	Job Satisfaction  OH&S	At least 75% of surveyed staff satisfied with G-MW as an employer  More than 500,000 hrs worked without a Lost Time Injury	Development of stakeholder relationships	At least 80% of surveyed stakeholder s satisfied with their relationship with G-MW	Minimum river flow regimes: Regulated rivers  Unregulated streams  Water Use	Flows > or equal to specified min. flows 100% of the time  Flows meet agreed targets or natural flow 90% of the time  Water use compliant with MDB cap

**Figure 2 - Detailed Performance Indicators**

Area	2007/08 Performance Targets	
	Water delivered on day ordered – all orders	Reactive (unplanned) maintenance responded to within: <ul style="list-style-type: none"> <li>• 24 hrs for Priority 1</li> <li>• 96 hrs for Priority 2</li> </ul>
Shepparton	91%	85%
Central Goulburn	92%	85%
Rochester/Campaspe	83%	85%
Pyramid-Boort	82%	85%
Murray Valley	87%	85%
Torrumbarry	94%	85%

## **Our current operating environment**

Northern Victoria has been in drought for the last ten seasons, which has included years of low water availability in all G-MW's water supply systems, culminating in the record low inflows and availability experienced across all water systems during 2006/07. This has impacted on water availability and revenues and created sharp upward pressure on prices. Continuation of the constrained water availability into 2007/08 appears likely. In the major systems we are planning on the basis of 100% of high reliability entitlements being available and no low reliability supplies.

During 2006/07, the drought has had a significant impact on G-MW's business. A very large part of our operational and management resources have been directed to managing and responding to drought. This has included major projects to extend water availability through pumping of "dead storage" at Waranga Basin and Lake Buffalo.

The drought has also had a major impact on the businesses of many of our customers. The last few years have seen a significant adjustment in the dairy industry. This has continued through 2006/07. In addition, the extremely low water availability in some systems (especially the Goulburn, Campaspe and Loddon systems) has placed the horticultural sector under significant pressure.

Drought has also continued to impact heavily on customers with recreation and tourism industry businesses located around Goulburn-Murray Water storages, where continuing low water levels have presented real challenges. Despite these adverse conditions, there has been interest in further recreational development at key storages including Lake Nagambie and Lake Eildon.

These pressures on customers, in conjunction with water movement through trading, the aging of existing irrigation supply assets and the strong demand for water savings for the environment have increased the need to urgently reconfigure and modernise existing systems to create efficient, modern systems suited for the future needs of the irrigation industry. Detailed reconfiguration and modernisation plans are now being developed for all gravity irrigation systems, under the guidance of community based working groups. Additional resources have been directed to this key area to speed up the development of these plans.

We have implemented the recommendations of independent reviews of our pricing policies and cost base during 2006/07. In addition, we undertook a major revision of our tariffs to introduce Delivery Shares as the basis for recovering the fixed costs for maintaining and renewing irrigation delivery systems. This represents a major shift from the long standing past practice of recovering these costs on the basis of the water entitlements owned by each farmer. This new tariff structure fundamentally addresses the issues of stranded assets and price pressures due to permanent water trading. It is also an essential foundation for the move to unbundled water entitlements which will be implemented on 1 July 2007 in northern Victoria.

However, the extreme drought conditions of 2006/07 raised customer concerns in relation to payment of fixed charges for infrastructure when water availability was extremely low. The Victorian government has responded to this issue in 2006/07 with the provision of a generous package of rebates and interest free payment deferrals. In order to better understand this issue and develop future management responses, G-MW has engaged expert consultants to undertake a Tariff Policy Review and develop and evaluate a range of options that could be applied to this issue.

The drought has also highlighted the need for regional urban centres to seek additional sources of water to meet the future needs of their growing populations. The supply authorities responsible for both Bendigo and Ballarat have developed future water strategies based on accessing additional supplies from our Goulburn system. Construction is now underway on a major pipeline to link the Waranga Western Channel to Lake Eppalock. There have also been proposals for a north-south pipeline to connect the Goulburn system to the Melbourne urban system. Balancing these new demands for water with those of our irrigation customers will present a challenge and will require innovative approaches.

Government's white paper *Securing Our Water Future Together* provided clarity on a number of major issues affecting Goulburn-Murray Water. These include returning Lake Mokoan to a wetland, the unbundling of water entitlements and conversion of Sales into a separate, independently tradeable entitlement. We have put in place major programs to develop and implement these initiatives, and they will continue to be priority areas for G-MW in 2007/08.

Recent proposals by the Prime Minister for the referral of state powers in relation to water management to the Commonwealth could have potentially far reaching impacts on G-MW's activities and business structure. We will continue to monitor this emerging issue and work closely with DSE and the Victorian government to develop appropriate responses to any changed arrangements that may be proposed or agreed to.

## Our Business Risks

A summary of the corporate risks that may effect the achievement of Goulburn-Murray Water's business objectives and their corresponding mitigation strategies are identified in the following table. G-MW's risks are assessed and ranked using a Whole-of-Business Risk Management Framework. This allows direct comparison of risks across different business groups.

Business Objectives and Corporate Risks	Mitigation Strategies
<b>1. Responsive Customer Services</b> <ul style="list-style-type: none"> <li>Failure to meet customer service expectations</li> <li>Loss of customer support</li> </ul>	<ul style="list-style-type: none"> <li>Customer Service Charters</li> <li>Reconfiguration Planning</li> <li>Asset Management Program</li> <li>Water Services Committee Structure</li> <li>Industry Forum Information Sessions</li> <li>Corporate Communications Program</li> </ul>
<b>2. Building for the Future</b> <ul style="list-style-type: none"> <li>Asset deterioration or failure</li> <li>Failure to deliver major infrastructure projects</li> <li>Changing demands for water</li> </ul>	<ul style="list-style-type: none"> <li>Dam Safety and Asset Management Program</li> <li>Advanced Maintenance Program</li> <li>Water Savings Program</li> <li>Project Management Methodology</li> <li>Development of Alternative Project Delivery Model</li> <li>Tariff reform/ACCC Termination fees regime (Water Trading)</li> </ul>
<b>3. Working Together</b> <ul style="list-style-type: none"> <li>Fractured Government relationships</li> <li>Loss of stakeholder and community support</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing Communications and Liaison with Department and Minister</li> <li>Strengthen relationships with industry and community stakeholder groups</li> </ul>
<b>4. Operating Efficiently and Effectively</b> <ul style="list-style-type: none"> <li>Reduced revenue (e.g. drought)</li> <li>Change in regulatory environment</li> <li>Threat of Terrorism</li> </ul>	<ul style="list-style-type: none"> <li>Customer Consultation and Communication Programs</li> <li>G-MW Productivity Plan</li> <li>Tariff Policy Review Program</li> <li>Ongoing Communications and Liaison with Authorities and State and Federal Governments</li> <li>Critical Infrastructure Protocols</li> </ul>
<b>5. Connected to the Environment</b> <ul style="list-style-type: none"> <li>Adverse impact on biodiversity</li> <li>Change to weather patterns</li> <li>Deterioration of water quality</li> </ul>	<ul style="list-style-type: none"> <li>ISO 14001 Certified EMS</li> <li>G-MW Biodiversity Strategy</li> <li>Development of G-MW Greenhouse Gas Emissions Strategy</li> <li>Water Quality Risk Management Plans</li> <li>Salinity Management Plans</li> <li>Land and Water Storage Management Plans</li> </ul>
<b>6. Valuing our Employees</b> <ul style="list-style-type: none"> <li>Workforce Injury</li> <li>Skills Shortage</li> </ul>	<ul style="list-style-type: none"> <li>Safety Map Certification</li> <li>OH&amp;S Policies and Committee Structure</li> <li>Development of G-MW Capability Model</li> <li>Active Training and Recruitment Programs</li> <li>Strategic Human Resources Plan</li> </ul>

In addition to the above mitigation strategies, Goulburn-Murray Water has completed risk assessments for all its State owned Dams and has world class Dam Safety Emergency Plans for each of them. Goulburn-Murray Water also has a comprehensive insurance portfolio.

The corporate risks and the plans to manage or mitigate the risks will be reported annually to the Board and reviewed quarterly by G-MW's Financial Management Audit Committee.



## **Our Board Corporate Governance Improvement Plan**

During 2007/08 the Board will undertake the following program of activities to maintain and improve corporate governance:

1. Operate the following Board Committees and review their functions and memberships:
  - ❑ Financial and Management Audit Committee.
  - ❑ Safety and Environment Committee.
  - ❑ Remuneration Committee.
2. Conduct an overall Board review and a review of individual Board members' performance.
3. Implement a comprehensive program for the induction of any new Directors appointed as of 1 October 2007.
4. Identify, assess and manage risks through the further development of G-MW's "Whole-of Business" risk management framework.
5. Maintain high corporate governance principles and practices consistent with:
  - ❑ The Governance Guidelines for DSE Portfolio Statutory Authority Board Members of 2004.
  - ❑ AS 8000 – 2003.
  - ❑ ASX Corporate Governance Council's Principles of Good Corporate Governance and Best Practice Recommendations of March 2003, and any issues arising from the 2007 review of these principles.
  - ❑ The *Public Administration Act* 1994.
  - ❑ State Services Authority Code of Conduct and governance guidelines.
6. Ensure compliance with the *Water Act* 1989, and implement the relevant changes arising from the *Water (Governance) Act* 2006
7. Maintain and update its Corporate Governance Manual.
8. Maintain positive working relationships with the Minister for Water and the Department of Sustainability and Environment.
9. Develop a training and development program for each Director to support continuous improvement in governance skills.
10. Resource its secretariat with capable and appropriately qualified personnel and provide access to appropriate professional guidance and assistance.

## Strategic Program 2007/08 – 2010/11

### Responsive Customer Service

Strategy	Outcome	Year for Completion
<b><i>Developing Services</i></b>		
<ul style="list-style-type: none"> <li>Develop strategy to retain and attract irrigation development within G-MW area</li> </ul>	<ul style="list-style-type: none"> <li>Better utilisation of existing assets</li> <li>More viable customer base</li> <li>Regional economic growth</li> </ul>	2007/08
<ul style="list-style-type: none"> <li>Identify and engage all customers and agree appropriate services and standards for gravity irrigation supply through development and implementation of Area reconfiguration Plans</li> </ul>	<ul style="list-style-type: none"> <li>Services delivered to meet customer needs.</li> <li>Emerging needs met and innovative approaches developed.</li> </ul>	2007/08
<ul style="list-style-type: none"> <li>Implement Water Storage Amenity Business Plan</li> </ul>	<ul style="list-style-type: none"> <li>Services delivered to meet community and wider stakeholder needs, with clear funding mechanisms.</li> <li>Improved recreational and economic outcomes for communities.</li> </ul>	2010/11
<ul style="list-style-type: none"> <li>Develop new customer focussed service model.</li> </ul>	<ul style="list-style-type: none"> <li>Improved service delivery and increased customer satisfaction</li> <li>Innovative service opportunities identified</li> </ul>	2007/08
<ul style="list-style-type: none"> <li>Implement irrigation reforms:                             <ul style="list-style-type: none"> <li>- Revised water trading</li> <li>- Delivery share trading (Our Water, Our Future Program)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Increased flexibility and choice for customers.</li> <li>Simpler, faster water trading.</li> </ul>	2007/08
<ul style="list-style-type: none"> <li>Further develop Watermove services</li> </ul>	<ul style="list-style-type: none"> <li>Service that better meet market needs.</li> </ul>	2007/08
<ul style="list-style-type: none"> <li>Review CMA relationship as G-MW customer for:                             <ul style="list-style-type: none"> <li>- NRM services</li> <li>- Environmental water supplies</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Well understood service requirements.</li> <li>Clear service delivery responsibilities and roles</li> </ul>	2007/08

## Building for the Future

Strategy	Outcome	Year for Completion
<b><i>Clarifying Entitlements to Water</i></b>		
<ul style="list-style-type: none"> <li>Unbundle water entitlements in regulated systems (Our Water, Our Future Program)</li> </ul>	<ul style="list-style-type: none"> <li>Clear entitlements and improved business flexibility for regulated water users</li> </ul>	2007/08
<ul style="list-style-type: none"> <li>Establish “sales” as an independent entitlement</li> </ul>	<ul style="list-style-type: none"> <li>Clarified, robust entitlements with increased flexibility and choice for water users</li> </ul>	2007/08
<ul style="list-style-type: none"> <li>Develop stream flow management plans :                             <ul style="list-style-type: none"> <li>Yea R.</li> <li>King Parrot Ck.</li> <li>Upper Oven R.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Clear entitlements for licensees and environment</li> </ul>	2008/09
<ul style="list-style-type: none"> <li>Review Campaspe and Spring Hill Groundwater Management Plans.</li> </ul>	<ul style="list-style-type: none"> <li>Clear entitlements for licensees supporting sustainable resource management</li> </ul>	2007/08
<ul style="list-style-type: none"> <li>Develop and implement improved water accounting framework and water use measurement program.</li> </ul>	<ul style="list-style-type: none"> <li>System loss behaviours understood and managed</li> <li>All significant water use accurately measured</li> </ul>	2008/09
<ul style="list-style-type: none"> <li>Implement metering program for unregulated and groundwater systems (Our Water Our Future program)</li> </ul>	<ul style="list-style-type: none"> <li>All significant diversions water use accurately measured</li> </ul>	2007/08
<b><i>Managing and Reconfiguring Assets</i></b>		
<ul style="list-style-type: none"> <li>Implement improved tactical and strategic asset management procedures</li> </ul>	<ul style="list-style-type: none"> <li>Improved asset management decision making</li> </ul>	2007/08
<ul style="list-style-type: none"> <li>Develop Area Reconfiguration/Infrastructure Plans</li> </ul>	<ul style="list-style-type: none"> <li>Assets provided at lowest lifecycle cost</li> </ul>	2008/09
<ul style="list-style-type: none"> <li>Implement Area Reconfiguration/Infrastructure Plans within six gravity irrigation areas</li> </ul>	<ul style="list-style-type: none"> <li>Asset base reconfigured to deliver appropriate service levels</li> <li>Water saved</li> </ul>	2009/10
<ul style="list-style-type: none"> <li>Investigate and develop alternate project delivery models for large infrastructure projects</li> </ul>	<ul style="list-style-type: none"> <li>Projects delivered on target and on budget.</li> </ul>	2007/08
<ul style="list-style-type: none"> <li>Participate in feasibility studies for Murray to Goulburn interconnector channel proposal.</li> </ul>	<ul style="list-style-type: none"> <li>Accurate information for government investment decision making</li> </ul>	2007/08

## Working Together

Strategy	Outcome	Year for Completion
<b><i>Building Stakeholder partnerships</i></b>		
<ul style="list-style-type: none"> <li>Implement comprehensive reconfiguration and modernisation stakeholder engagement program</li> </ul>	<ul style="list-style-type: none"> <li>Improved decision making and service delivery through effective input from diverse stakeholder interests.</li> </ul>	2008/09
<ul style="list-style-type: none"> <li>Undertake stakeholder survey on quality of relationship with G-MW</li> </ul>	<ul style="list-style-type: none"> <li>Improved relationships through effective feedback</li> </ul>	2007/08
<ul style="list-style-type: none"> <li>Implement continuous improvement program for Water Services Committees.</li> </ul>	<ul style="list-style-type: none"> <li>Clear roles and improved effectiveness of Water Services Committees</li> </ul>	2007/08
<ul style="list-style-type: none"> <li>Actively participate in development of the Northern Sustainable Water Strategy (Our Water, Our Future Program)</li> </ul>	<ul style="list-style-type: none"> <li>Agreed strategies and directions for water resource management</li> </ul>	2008/09
<b><i>Improving communications</i></b>		
<ul style="list-style-type: none"> <li>Update and improve G-MW website</li> </ul>	<ul style="list-style-type: none"> <li>More effective information resources for stakeholders</li> </ul>	2007/08
<ul style="list-style-type: none"> <li>Communicate drought response actions and measures to customers and other stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Community, customer and staff awareness and understanding of key issues.</li> </ul>	2007/08

## Operating Efficiently and Effectively

Strategy	Outcome	Year for Completion
<b><i>Improving Water Systems</i></b>		
<ul style="list-style-type: none"> <li>Implement the Irrigation Planning Module Generation 2</li> </ul>	<ul style="list-style-type: none"> <li>Improved customer service and reduced costs</li> </ul>	2007/08
<ul style="list-style-type: none"> <li>Implement approved future arrangements for Lake Mokoan and Lake Boga.</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable water resource management and water savings</li> </ul>	2007/08
<b><i>Improving work practices</i></b>		
<ul style="list-style-type: none"> <li>Implement productivity improvement plan.</li> </ul>	<ul style="list-style-type: none"> <li>Costs effectively managed.</li> </ul>	2009/10
<ul style="list-style-type: none"> <li>Develop proposals for quality management system and undertake pilot trial</li> </ul>	<ul style="list-style-type: none"> <li>Improved service quality</li> </ul>	2007/08
<b><i>Reforming Tariffs</i></b>		
<ul style="list-style-type: none"> <li>Implement new tariffs or fees for Regulated diversions services to support unbundling of entitlements.</li> </ul>	<ul style="list-style-type: none"> <li>Improved pricing signals to customers</li> </ul>	2007/08
<ul style="list-style-type: none"> <li>Develop transition and implementation plans for basin bulk water pricing in G-MW</li> </ul>	<ul style="list-style-type: none"> <li>Acceptable third party impacts</li> <li>Improved pricing signals to customers and reduced cross subsidies</li> </ul>	2007/08
<ul style="list-style-type: none"> <li>Develop details plans and implement outcomes of Tariff Policy Review</li> </ul>	<ul style="list-style-type: none"> <li>Drought financial impacts effectively managed</li> </ul>	2007/08
<ul style="list-style-type: none"> <li>Implement new tariffs or fees for surface drainage services.</li> </ul>	<ul style="list-style-type: none"> <li>Cost reflective, equitable tariffs for drainage customers.</li> </ul>	2008/09
<b><i>Improving risk management</i></b>		
<ul style="list-style-type: none"> <li>Implement whole-of-business risk management framework                             <ul style="list-style-type: none"> <li>Train staff to use new risk management framework</li> <li>Implement an improved safety management system</li> <li>Incorporate risk management into capital planning for all retail and bulk assets</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Improved management of business risks</li> </ul>	2007/08
<b><i>Building business viability</i></b>		
<ul style="list-style-type: none"> <li>Investigate hydro power opportunities in G-MW system                             <ul style="list-style-type: none"> <li>Implement priority new hydro power project</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Increased renewable energy</li> <li>New revenue to improve business viability</li> </ul>	2007/08 2008/09
<ul style="list-style-type: none"> <li>Identify and pursue commercial opportunities:                             <ul style="list-style-type: none"> <li>Land at storages</li> <li>Water trading</li> <li>Carbon credits</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Increased revenue base to support business development</li> </ul>	2007/08

## Connected to the Environment

Strategy	Outcome	Year for Completion
<b><i>Reducing environmental impacts</i></b>		
<ul style="list-style-type: none"> <li>Implement greenhouse gas reduction action plan</li> </ul>	<ul style="list-style-type: none"> <li>Reduced greenhouse gas emissions</li> </ul>	2008/09
<b><i>Managing natural resources sustainably</i></b>		
<ul style="list-style-type: none"> <li>Review and improve sustainability reporting.</li> </ul>	<ul style="list-style-type: none"> <li>Accountable environmental performance</li> </ul>	2007/08
<b><i>Saving water for the environment</i></b>		
<ul style="list-style-type: none"> <li>Identify priority water savings projects and develop business cases as part of Watertight 2020, and integrate with modernisation and reconfiguration</li> </ul>	<ul style="list-style-type: none"> <li>Water savings captured for the environment</li> </ul>	2008/09
<ul style="list-style-type: none"> <li>Implement Stage 2 &amp; 3 water savings measures on CG 1,2,3,4</li> </ul>	<ul style="list-style-type: none"> <li>Water savings captured for the environment</li> </ul>	2008/09

## Valuing our Staff

Strategy	Outcome	Year for Completion
<b><i>Building organisational capability and diversity</i></b>		
<ul style="list-style-type: none"> <li>Develop strategic human resource plan.</li> </ul>	<ul style="list-style-type: none"> <li>Workforce capable of delivering corporate objectives in the short and long term</li> </ul>	2007/08
<b><i>Improving occupational health and safety</i></b>		
Develop improved practices for consistent application of OH&S Risk Assessments	<ul style="list-style-type: none"> <li>Safer work environment with fewer injuries.</li> </ul>	2007/08
Maintain SafetyMAP accreditation	<ul style="list-style-type: none"> <li>Safer work environment with fewer injuries</li> </ul>	2007/08

## Capital Expenditure Program

Goulburn-Murray manages assets with a current replacement value in excess of \$3.8 billion. An effective, strategic asset management program is essential to ensure continuity of services to customers.

A computer based asset management system plans our asset renewal program. This system contains data on over 70,000 assets. Each is assessed to determine its current condition and remaining life. This data, along with estimates of the current replacement cost enables Goulburn-Murray Water to estimate the future capital expenditure required to maintain sustainable services.

As part of the move to a RAB approach to pricing, we have developed the Advanced Maintenance Program (AMP). This major program will provide for planned preventative maintenance works that will reduce asset deterioration and extend asset lives. The AMP techniques are suited to assets in moderate to good condition and will be targeted to spread the replacement costs of our assets over a longer period. This is important, as many of the distribution systems were built or remodelled in the post-war period. The AMP reduces the requirements for asset replacement and provides for a smoother, more stable long term price path.

Asset refurbishment and replacement of assets is the major component of our capital expenditure, however other significant investments are also proposed.

G-MW's Statement of Obligations requires us to assess, prioritise and implement improvements to the dams owned by the authority to reduce the risks of failure of these important assets. We have undertaken a range of engineering investigations and assessments to guide the development of this program, which has also been developed with regard for the ANCOLD Guidelines on dam safety. Over the next 10 years, G-MW proposes to invest some \$59 million in dam upgrades.

Major capital investments are also targeted at generating water savings. Funding for these works is generally being provided from governments seeking return of water savings to the environment. Key water savings projects identified in our capital expenditure forecasts include:

- Mokoan Return to Wetlands Project
- Finalisation of the Tungamah pipeline project (which is linked to the Mokoan project)
- Goulburn System Strategic Measurement Project
- Reconfiguration of assets as part of the Sales Package commitments.

There are still significant uncertainties in relation to some potential capital expenditures which are not currently included in the forecast. We are currently developing a business case to seek funding for modernisation of the Shepparton Irrigation Area in partnership with DSE. This is a \$188 million project. There are also further significant proposals being put forward for major water savings projects which are currently only at the pre-feasibility stage.

The other area of major uncertainty is the potential requirement for significant expenditure to upgrade irrigation water meters to meet new national standards, which are still under development.

Once these issues are better understood, the capital program will be revised accordingly.

# Capital Expenditure Forecast

Goulburn- Murray Water Capital Expenditure Forecast 20007/08 to 2016/17 Nominal dollars													
	Project Total \$'000s	Total Expend. To 30-Jun-06 \$'000s	Revised Forecast 20006/07 \$'000s	Budget 2007/08 \$'000s	Forecast 2008/09 \$'000s	Forecast 2009/10 \$'000s	Forecast 2010/11 \$'000s	Forecast 2011/12 \$'000s	Forecast 2012/13 \$'000s	Forecast 2013/14 \$'000s	Forecast 2014/15 \$'000s	Forecast 2015/16 \$'000s	Forecast 2016/17 \$'000s
<b>Wholesale</b>													
Projects Greater than \$5M													
Mokoan - Return to Wetland	43,266		2,256	30,033	10,968								
<b>Dam Safety Upgrade</b>													
Buffalo - Operations/Bulk Dam Safety Upgrade	11,128		78		250		1,100	6,000	3,700				
Cairn Curran Operations Bulk Dam Safety upgrade	12,224	524	5,200	6,500									
Goulburn Weir - Operations/Bulk Dam Safety Upgrade	7,654			4,654	3,000								
Tullaroop Operations Bulk Dam Safety Upgrade	8,700	1,000			500	2,900				1,000	3,300		
William Hovell - Operations/Bulk Dam Safety Upgrade	7,885		167	318	7,400								
Projects less than \$5M	18,640			1,700				300	2,500	2,240	0	1,500	10400
Total Dam Safety Upgrade Projects	66,231	1,524	5,445	13,172	11,150	2,900	1,100	6,300	6,200	3,240	3,300	1,500	10,400
<b>Projects Less than \$5M</b>	51,634		3,743	2,576	4,956	7,299	6,411	4,957	4,432	4,610	4,827	3,766	4,056
<b>Total Wholesale</b>	161,122	1,524	11,444	45,781	27,074	10,199	7,511	11,257	10,632	7,850	8,127	5,266	14,456
<b>Retail</b>													
Projects Greater than \$5M													
Tungamah Pipeline Network	14,237	8,788	4,714	735									
Strategic Measurement Project - Goulburn System	12,107	5,679	3,900	2,528									
Total Channel Control Project (CG1234)	11,239	5,689	1,050	4,500									
	37,583	20,166	9,664	7,763	0	0	0	0	0	0	0	0	0
Projects Less than \$5M	363,095		33,497	38,203	34,541	30,885	31,127	34,308	34,499	29,135	34,055	31,838	31,006
<b>Total Retail</b>	374,334	5,689	34,547	42,703	34,541	30,885	31,127	34,308	34,499	29,135	34,055	31,838	31,006
<b>Total G-MW</b>	535,455	7,213	45,991	88,484	61,615	41,084	38,639	45,565	45,131	36,985	42,182	37,104	45,462

G-MW doc ref: #2153356



## Forecast Statement of Financial Performance – Consolidated

### Goulburn-Murray Water 2007/08 Statement of Financial Performance

Recurrent Activity	2006/07 Revised Forecast \$'000s	2007/08 Budget \$'000s	Variance 07/08 Budget and Rev forecast \$'000s
<b>Revenue</b>			
Rates - water and drainage	62,463.6	65,131.8	2,668.2
Consumptive charges	8,719.9	13,715.1	4,995.2
Bulk supplies - external	5,443.6	6,305.5	861.9
MDBC Contract	12,471.6	13,808.5	1,336.9
Government Services Contract	5,603.9	5,305.2	(298.7)
Government Grants - Water Savings	7,975.2	29,346.6	21,371.4
- Other	2,495.2	623.5	(1,871.7)
Interest - Customers	355.8	337.6	(18.2)
- Investments	760.0	256.1	(503.9)
Other revenue	11,787.9	7,723.6	(4,064.3)
Sale of assets	695.0	520.0	(175.0)
<b>Total Revenue</b>	<b>118,771.7</b>	<b>143,073.5</b>	<b>24,301.8</b>
<b>Less Expenses</b>			
Operations	26,792.7	24,418.5	2,374.2
Environmental Levy	0.0	1,240.0	(1,240.0)
Water Savings Projects	4,411.2	11,570.0	(7,158.8)
Reconfiguration	5,569.6	9,276.3	(3,706.7)
Maintenance	20,798.0	21,769.0	(971.0)
Advanced Maintenance Program	9,581.2	16,231.8	(6,650.6)
Asset Rationalisation	1,555.4	1,109.4	446.0
Management and administration	14,619.9	15,582.5	(962.6)
Research and development	1,093.4	1,056.0	37.4
MDBC contribution	9,849.8	10,086.2	(236.4)
MDBC Contract	11,763.8	12,901.6	(1,137.8)
Government Services Contract	5,078.7	4,719.8	358.9
Finance charges including Financial Accommodation Levy (FAL)	1,104.8	2,579.3	(1,474.5)
ESC Audit & Licence Fees	244.0	208.0	36.0
WDV of disposed assets	695.0	520.0	175.0
WDV of rationalised assets	2,000.0	2,000.0	0.0
Regulatory Depreciation	2,393.9	3,342.6	(948.7)
<b>Total Expenses</b>	<b>117,551.4</b>	<b>138,611.0</b>	<b>(21,059.6)</b>
<b>Profit/ (Loss) before Rural Dividend</b>	<b>1,220.3</b>	<b>4,462.5</b>	<b>3,242.2</b>
Rural Dividend			
<b>Profit/ (Loss)</b>	<b>1,220.3</b>	<b>4,462.5</b>	<b>3,242.2</b>
Add back Regulatory Depreciation	2,393.9	3,342.6	(948.7)
Deduct Statutory Depreciation	33,000.0	36,000.0	(3,000.0)
<b>Statutory Profit/(Loss)</b>	<b>(29,385.8)</b>	<b>(28,194.9)</b>	<b>1,190.9</b>

## Appendix A: Goulburn-Murray Water Business Structure

### Goulburn-Murray Water: Profile

Trading as Goulburn-Murray Water, the Goulburn-Murray Rural Water Authority was constituted by Ministerial Order under the provisions of the Water Act 1989, effective from 1 July 1994 and is responsible to the Minister for Water.

Goulburn-Murray Water manages water-related services in a region of 68,000 square kilometres, bordered by the Great Dividing Range in the south and the River Murray in the north, and stretching from Corryong in the east downriver to Nyah. Goulburn-Murray Water also operates salinity mitigation works on the Murray downstream of Nyah, manages Mildura Weir, delivers bulk water to supply points outside its region and is the Victorian Constructing Authority for the Murray-Darling Basin Commission.

### Three Key Goulburn-Murray Water Divisions

**Assets and Technical Services** manages Goulburn-Murray Water's assets to agreed service levels and required safety standards. The group plans our asset works programs, including maintenance and capital works and operates our large dams. These activities include the delivery of bulk water entitlements and supply to other rural and urban water authorities, the environment and private hydro-electricity customers. The group also delivers services in relation to recreation and other public activities on and around our major water storages.

**Water Delivery Services** manages the delivery of water to customers on over 14,000 serviced properties in constituted irrigation, water and waterway management districts and six management areas (Shepparton, Central Goulburn, Rochester-Campaspe, Pyramid-Boort, Murray Valley and Torrumbarry). These services include gravity and pumped water supply, surface and sub-surface drainage and flood protection. The group also operates regulated and unregulated surface water and groundwater diversion services to customers on over 12,000 serviced properties in Goulburn-Murray Water's area.

**Planning and Environment** is responsible for water systems and water resource management, water savings and environmental management. The group provides a range of environmental services that are purchased mainly by governments through programs coordinated by catchment management authorities. Our environmental services include salinity management, surface and sub-surface drainage support, water quality and land management planning, and salt interception management.

The three business divisions are each the responsibility of a separate organisational group and are supported by other groups that provide a range of services including the corporate secretariat; corporate strategy, planning, coordination and communications; water storage amenity; business and water market development; financial management; information technology; water administration; and property, legal and human resources.

**Figure A.1 – Map of Goulburn-Murray Water**



Figure A.2 shows the recipients of bulk water supply services and the bulk water system from which supply is sourced

**Figure A.2 - Bulk Water Supply Recipients**

Recipient	Water Supply System						
	Broken	Goulburn	Campaspe	Loddon	Bullarook	Murray	Ovens
<b>Goulburn-Murray Water</b>							
• Shepparton Area		Yes					
• Central Goulburn Area		Yes					
• Rochester-Campaspe Area		Yes	Yes				
• Pyramid-Boort Area		Yes					
• Murray Valley Area		Yes				Yes	
• Torrumberry Area		Yes				Yes	
• Surface water diversions	Yes	Yes	Yes	Yes	Yes	Yes	Yes
<b>Other Water Authorities</b>							
• Central Highlands				Yes	Yes		
• Coliban		Yes	Yes			Yes	
• First Mildura Irrigation Trust						Yes	
• Goulburn Valley		Yes				Yes	
• Grampians-Wimmera Mallee		Yes				Yes	
• Lower Murray						Yes	
• North East	Yes					Yes	Yes

To deliver water services to its bulk and rural water customers, Goulburn-Murray Water operates an extensive water supply system of storages, weirs, pump stations, channels and drains that stretch across much of north central and north east Victoria. This network is the culmination of over 120 years of incremental water resource development.

Figure A.3 provides statistics relating to bulk water and distribution assets. The harvesting and distribution of water on a large scale is a capital intensive undertaking, as it involves a range of high cost assets.

**Figure A.3 - Goulburn-Murray Water Assets Statistics**

<b>Bulk Water Assets</b>	
Current Replacement Cost	\$1.8 billion*
17 large dams	
Ancillary Assets	
* Includes \$ 0.8 billion of Murray-Darling Basin Commission Assets	

  

<b>Estimated Average Annual Deliveries to Bulk Supply Offtakes*</b>	
	ML ('000s)
<b>Goulburn System</b>	<b>1508</b>
Broken River Basin	24
Goulburn River Basin	1361
Campaspe River Basin	69
Loddon River Basin	54
Bullarook Creek Basin	5
<b>Murray System (Victorian component only)</b>	<b>1562</b>
Murray River Basin	1542
Ovens River Basin	19
<b>Bulk Water Entitlements Held</b>	
Goulburn-Murray Water holds Bulk Water Entitlements for supplies taken from the Broken, Goulburn, Campaspe, Loddon, Murray and Ovens river basins.	
* 10 year rolling average deliveries for the period up to and including 2005/06	

<b>Distribution Assets</b>		
Current Replacement Cost		\$2.0 billion
<b>Irrigation and Drainage Assets</b>		
Open Channels	6,751	km
Pipelines	337	km
Drains	3,128	km
Structures	25,004	No.
Meters	21,282	No.
Drain Inlets	9,138	No.
<b>Domestic and Stock Assets</b>		
Open Channels	133	km
Pipelines	663	km
Structures	326	No.
Meters	1,079	No.

Figure A.4 shows the Assets and Technical Services business division structure, which comprises five service segments and 29 separate bulk water services.

**Figure A.4 – Assets and Technical Services Business Division Structure**

<b>Segment</b>
<ul style="list-style-type: none"> <li>Service</li> </ul>
<b>Bulk Water Supply</b>
<ul style="list-style-type: none"> <li>Murray Basin</li> <li>Ovens Basin</li> <li>Broken Basin</li> <li>Goulburn Basin</li> <li>Campaspe Basin</li> <li>Loddon Basin</li> <li>Bullarook basin</li> </ul>
<b>Hydro Electricity</b>
<ul style="list-style-type: none"> <li>William Hovell</li> <li>Yarrawonga</li> <li>Eildon</li> <li>Eildon Pondage</li> <li>Cairn Curran</li> </ul>
<b>Commercial Leases*</b>
<b>Boating*</b>
<ul style="list-style-type: none"> <li>Eildon Houseboats*</li> <li>Other Boating*</li> </ul>
<b>Recreation Facilities*</b>
<p>* These segments/services form part of the separate G-MW Water Storage Amenities business unit, and are further divided into a number of smaller management units. Operational management is undertaken by the Assets and Technical Services Division in accordance with the requirements of the Water Storage Amenities business.</p>

Figure A.5 shows the Water Delivery Services business division structures, which comprise a total of 41 separate rural water services. The Water Services Committee that oversees price and service issues for each service is also shown.

**Figure A.5 – Water Delivery Services Business Division Structure**

<b>Segment</b>	<b>Water Services Committee</b>
<ul style="list-style-type: none"> <li>Service</li> </ul>	
<b>Gravity Irrigation Delivery</b>	
<ul style="list-style-type: none"> <li>Shepparton</li> <li>Central Goulburn</li> <li>Rochester</li> <li>Campaspe</li> <li>Pyramid-Boort</li> <li>Murray Valley</li> <li>Torrumbarry</li> </ul>	Shepparton Central Goulburn Rochester-Campaspe Rochester-Campaspe Pyramid-Boort Murray Valley Torrumbarry
<b>Pumped Irrigation Delivery</b>	
<ul style="list-style-type: none"> <li>Nyah</li> <li>Tresco</li> <li>Woorinen</li> </ul>	Torrumbarry Torrumbarry Torrumbarry
<b>Primary Surface Drainage</b>	
<ul style="list-style-type: none"> <li>Shepparton</li> <li>Central Goulburn</li> <li>Rochester-Campaspe</li> <li>Pyramid-Boort</li> <li>Murray Valley</li> <li>Torrumbarry</li> <li>Tyntynder</li> </ul>	Shepparton Central Goulburn Rochester-Campaspe Pyramid-Boort Murray Valley Torrumbarry Torrumbarry
<b>Community Surface Drainage</b>	
<ul style="list-style-type: none"> <li>Shepparton</li> <li>Central Goulburn</li> <li>Rochester-Campaspe</li> <li>Pyramid-Boort</li> <li>Murray Valley</li> <li>Torrumbarry</li> </ul>	Shepparton Central Goulburn Rochester-Campaspe Pyramid-Boort Murray Valley Torrumbarry
<b>Sub Surface Drainage</b>	
<ul style="list-style-type: none"> <li>Shepparton</li> <li>Central Goulburn</li> <li>Rochester</li> <li>Campaspe West</li> <li>Murray Valley</li> <li>Nyah</li> <li>Tresco</li> <li>Woorinen</li> </ul>	Shepparton Central Goulburn Rochester-Campaspe Rochester-Campaspe Murray Valley Torrumbarry Torrumbarry Torrumbarry
<b>Domestic and Stock</b>	
<ul style="list-style-type: none"> <li>Normanville</li> <li>East Loddon</li> <li>West Loddon</li> <li>Tungamah</li> </ul>	Loddon Water Districts Loddon Water Districts Loddon Water Districts Tungamah
<b>Flood Protection</b>	
<ul style="list-style-type: none"> <li>Loch Garry</li> </ul>	Loch Garry

Cont. over page

**Figure A.5 – Water Delivery Services Business Division Structure (cont.)**

<b>Segment</b>	<b>Water Services Committee</b>
<ul style="list-style-type: none"> <li>• Service</li> </ul>	
<b>Surface Water Diversion</b>	
<ul style="list-style-type: none"> <li>• Goulburn Regulated</li> <li>• Goulburn Unregulated</li> <li>• Murray Regulated</li> <li>• Murray Unregulated</li> </ul>	<ul style="list-style-type: none"> <li>Goulburn Diversions</li> <li>Goulburn Diversions</li> <li>Murray Diversions</li> <li>Murray Diversions</li> </ul>
<b>Groundwater Diversion</b>	
<ul style="list-style-type: none"> <li>• Groundwater Diversions</li> </ul>	Regional Groundwater

Figure A.6, below, shows the structure of the Planning and Environment Business Division structure, where the services delivered are all within the Salinity Mitigation Segment.

**Figure A.6 – Planning and Environment Business Division Structure**

<b>Segment</b>
<ul style="list-style-type: none"> <li>• Service</li> </ul>
<b>Salinity Mitigation</b>
<ul style="list-style-type: none"> <li>• Mildura-Merbein Groundwater Interception Scheme</li> <li>• Mineral Reserves Basin Scheme</li> <li>• Woorinen Drainage Scheme</li> </ul>