

**Gippsland
Water**



2050 Vision

The background of the page features a large, abstract graphic of flowing water. It consists of several thick, wavy lines in various shades of blue and green, creating a sense of movement and depth. The lines flow from the top right towards the bottom left, with some lines curving back towards the right. The colors range from a deep navy blue to a light, almost white blue, with various shades of teal and green in between.

Acknowledgement of Country

We acknowledge the Traditional Custodians of the land we live and work on, the Gunaikurnai and Bunurong People, and recognises their continuing connection to the land and waterways.

We pay our respects to their Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander People.

Our 2050 Vision is available for viewing or download from our website.

© State of Victoria, Central Gippsland Water Corporation. This publication is copyright. No part may be reproduced by any process except in accordance with provisions of the *Copyright Act 1968*.

Contents

Foreword	4
2050 Vision - four long views	6
2050 Vision - long views with end states	7
Affordable and secure water	8
Overview	9
Capability statement	10
Timeline	11
Smart service delivery	12
Overview	13
Capability statement	14
Timeline	15
Sustainable and prosperous region	16
Overview	17
Capability statement	18
Timeline	19
Water for a better environment	20
Overview	21
Capability statement	22
Timeline	23

Foreword

Water is the lifeblood that sustains our communities, ecosystems and economy.

It is precious and finite. With each passing year, the importance of water stewardship and environmental responsibility grows and we take our custodian role very seriously.

Our 2050 vision looks almost 30 years ahead, describing a future state where responsible water management is harmoniously integrated to support the wellbeing of our people, Country and economy.

To arrive at this state, there are many important steps we must take. This document aims to chart a pathway for ensuring we do so in a sequential, coordinated way.

The process of developing this vision has stretched and enhanced the strategic-thinking capability of our organisation.

The evidence-based analysis needed to look forward to a point in time that will be very different to today is not only responsible but leading edge.


We've identified and considered the biggest risks, challenges and opportunities.

We looked at global macro trends and explored the most relevant. We also considered potential scenarios where some of these trends might converge.

The impacts of climate change, increased debt, water insecurity and an enhanced digital future were all considered.

The interconnected outcomes we consider most likely were mapped to better visualise the opportunities and threats that may arise for our business, with key events chronologically mapped along the way.





Our 2050 vision has four 'long views' at its core:

- Affordable and secure water – Clever water solutions address ongoing water resource security, affordability and liveability challenges.
- Smart service delivery – Digital innovation and smart technology promote consolidation and integration of water and waste networks.
- Sustainable and prosperous region – Sustainable water and wastewater solutions are delivered to a growing region while keeping bills affordable.
- Water for a better environment – Water, waste and energy management deliver a cleaner, greener environment.

Each of these views are supported by a number of end states, describing how we see our business interacting with our customers and stakeholders in or before 2050.

Capability-building will be a key enabler, with the key capabilities needed to deliver on our vision described for each long view.

So too is resilience, a strong theme running through this document and applying to our systems, resources, business and people.

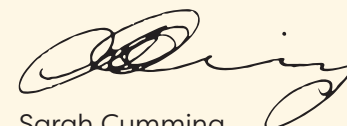
While this document stands on its own as a vision, not a plan, it aligns closely with our shorter-term strategic plans.

It was developed in parallel with our 2022 Urban Water Strategy, 2023-28 Price Submission and our recently refreshed strategic priorities framework, achieving integration across all four elements of our corporate strategy.

This vision will be subject to periodic review and adjustment, as our predicted future comes more realistic.

I'd like to thank our senior leaders, who have contributed heavily to this work with our business sustainability and community prosperity equally at heart.

Finally, my sincere thanks goes to the Gippsland Water Board for having the foresight to set this ambitious task for our business, the results of which I expect will become increasingly important as our predicted futures become reality.



Sarah Cumming
Managing Director

2050 Vision



Smart service delivery

Digital innovation and smart technology promote consolidation and integration of water and waste networks.



Water for a better environment

Water, waste and energy management deliver a cleaner greener environment.



Affordable & secure water

Clever water solutions address ongoing water resource security, affordability and liveability challenges.



Sustainable & prosperous region

Sustainable water and wastewater solutions are delivered to a growing region while keeping bills affordable.

2050 Vision

Long views with end states



**Affordable
& secure
water**

Clever water solutions address ongoing water resource security, affordability and liveability challenges.

Water supply to customers is assured with a connected water grid and holistic water management across the state.

Large scale developments deliver water resource resilience, capacity and liveability.

Technology and intelligent networks enable water savings and affordable household solutions.

Intelligent networks enable us to deliver cost-efficient water to our customers.



**Smart
service
delivery**

Digital innovation and smart technology promote consolidation and integration of water and waste networks.

Technology and funding supports a sector-wide integrated delivery model for water and waste services.

Smart technology for seamless and user-friendly digital experience evolves with customer expectations.

We contribute to a centrally-funded water forum that is recognised globally for delivering innovative industry outcomes.

Sector-wide commercial IT service delivery.



**Water for
a better
environment**

Water, waste and energy management deliver a cleaner and greener environment.

We have a positive and ongoing commitment to a reduction in carbon emissions.

We have an established and innovative delivery network and we are a leader in delivering circular economy outcomes.

We have contributed to a better environment, rehabilitation of waterways and water for Traditional Owners that includes the health of the Gippsland Lakes.

Our System Resilience Plan and Climate Change Adaptation Plans mitigate the impacts of climate change.



**Sustainable
& prosperous
region**

Sustainable water and wastewater solutions are delivered to a growing region while keeping bills affordable.

Integrated planning drives regional efficiency for delivery of affordable water and waste water services.

Our organisation is an employer of choice in a growing region.

Our high-performance organisation delivers affordable services and contributes to a thriving circular economy in a growing region.

Our infrastructure is based on a vision for zoned and connected services.

Resilient and efficient operations deliver services to greater and denser populations.



Affordable and secure water



Affordable and secure water

Clever water solutions address ongoing water resource security, affordability and liveability challenges.

A Water supply to customers is assured with a connected water grid and holistic water management across the state.

We have transformed beyond a 50-year water planning horizon and are part of a centralised water resource pool. Being part of a networked water grid helps us adapt to change and maintain lower prices for customers.

B Large scale developments deliver water resource resilience, capacity and liveability.

New large scale residential, industrial and commercial developments make the most of water resources that are available. Development is occurring where water is available and can be delivered efficiently.

C Technology and intelligent networks enable water savings and affordable household solutions.

Customer satisfaction benefits from intelligent networks that improve our system performance and resilience. Preventive maintenance, improved network operations and planning are all enhanced by technology that delivers real time monitoring of our assets. Affordable technology helps customers conserve and reuse water”.

D Intelligent networks enable us to deliver cost-efficient water to our customers.

Our system capability enables us to identify and mitigate water loss in our systems. Our system is smart enough to deliver network economy, so water is delivered to where it is needed at lowest cost.



Affordable and secure water

Clever water solutions address ongoing water resource security, affordability and liveability challenges.

Emerging technology
capability to drive
innovation

Advanced advocacy
capabilities to achieve
strategic outcomes

Modern service
design and delivery
models based on
strong partnerships



Affordable and secure water

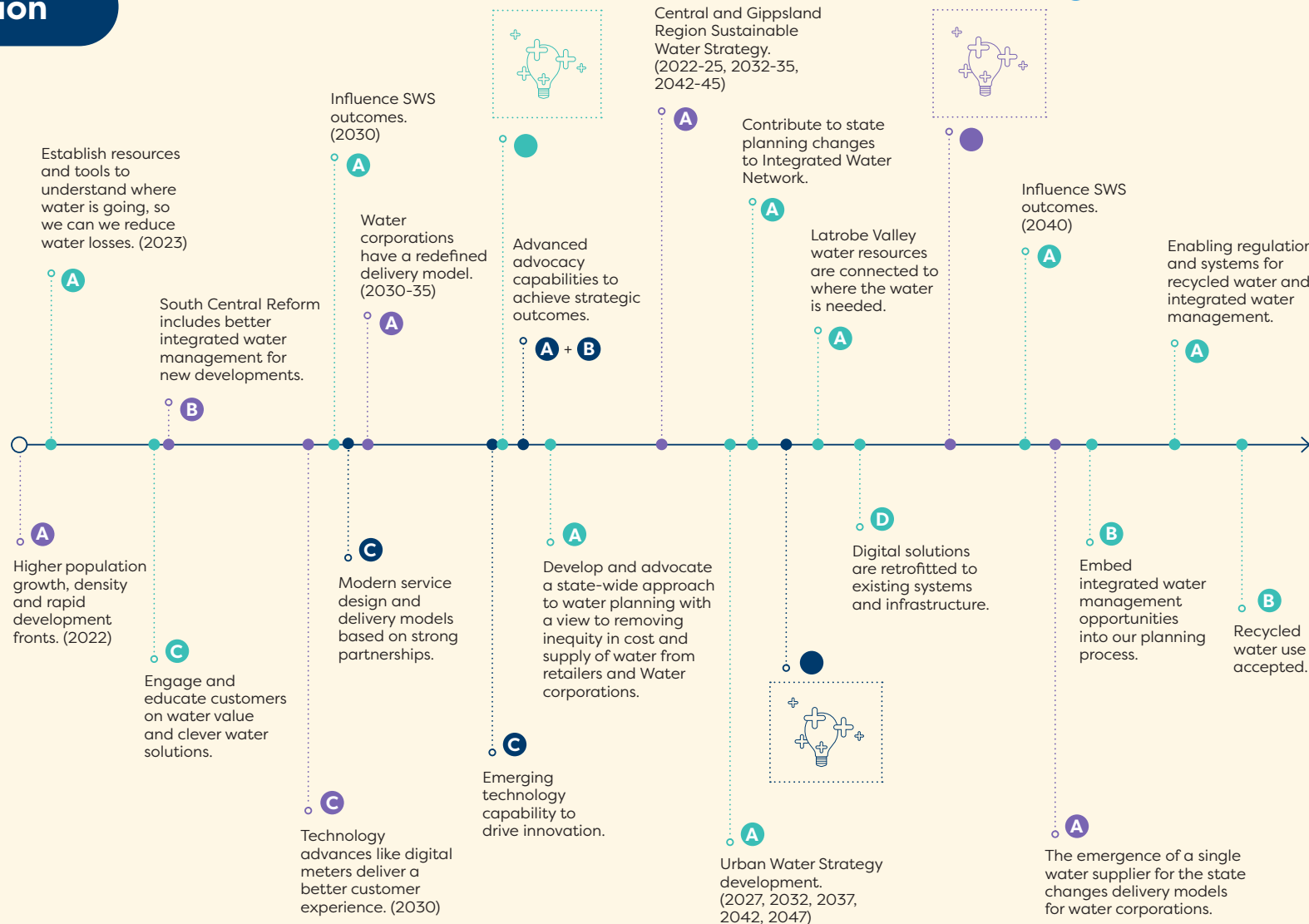
Clever water solutions address ongoing water resource security, affordability and liveability challenges.

2050 Vision

CURRENT STATE

- A** Limited water connectivity within and external to our network.
- B** Integrated water management opportunities are not fully integrated into new developments.
- C** Limited technology available to manage household water use and water tanks/reuse limited.
- D** Limited intelligent network use and capability.

- Events
- Actions
- Capabilities



END STATE

- A** Water supply to customers is assured with a connected water grid and holistic water management across the state.
- B** Large scale developments deliver water resource resilience, capacity and liveability.
- C** Technology and intelligent networks enable water savings and affordable household solutions.
- D** Intelligent networks enable us to deliver cost-efficient water to our customers.



Smart service delivery



Smart service delivery

Digital innovation and smart technology promote consolidation and integration of water and waste networks.

A Technology and funding supports a sector-wide integrated delivery model for water and waste services.

We work together with water industry partners to deliver enhanced value, liveability and experience to our customers. We strengthen our core business through technological enhancements and introduce technologies that enable transformation.

As a provider of essential services in our regions, we keep prices down by being innovative in how we maintain and modernise our infrastructure. We deliver on evolving customer expectations, look after the local environment and adapt to climate variability and population changes.

B Smart technology for seamless and user-friendly digital experience evolves with customer expectations.

Customers have access to convenient and efficient ways to manage their water and waste water services, including access to real-time data and information about their usage and consumption, enabling them to make more informed decisions about their water usage and conservation efforts. Smart technology helps us detect and address issues quickly, improving service reliability and reducing downtime for customers.

C We contribute to a centrally-funded water forum that is recognised globally for delivering innovative industry outcomes.

We are part of a high-performing industry that is strongly aligned in terms of technology adaptation. Our customers benefit from early innovation and responsiveness to a changing technology landscape. Customers receive a consistent and high quality experience when dealing with water corporations across the state.

D Sector-wide commercial IT service delivery.

A whole-of-sector commercial IT service deliver model results in enhanced product selection supported by quality service provision at a lower cost. We actively pursue opportunities with water industry partners for delivery of shared services and have arrangements that provide for mutual support during emergencies or incidents.



Smart service delivery

Digital innovation and smart technology promote consolidation and integration of water and waste networks.

Fit for purpose
technology is available
and scalable

Smart technology
solutions can be
integrated across the
water industry

Strategic thinking
and vision informs
planning, advocacy
and influence across
regions

Advanced advocacy
capabilities to achieve
strategic outcomes

Technology
resources operate
smart technology
and systems

Centres of excellence
enable pooled specialist
resourcing

Strategic talent
contributes to centre of
excellence delivery

Integrated business
approach to change
management

Funding model
supports investment in
technology and assets
to leverage integrated
delivery outcomes



Smart service delivery

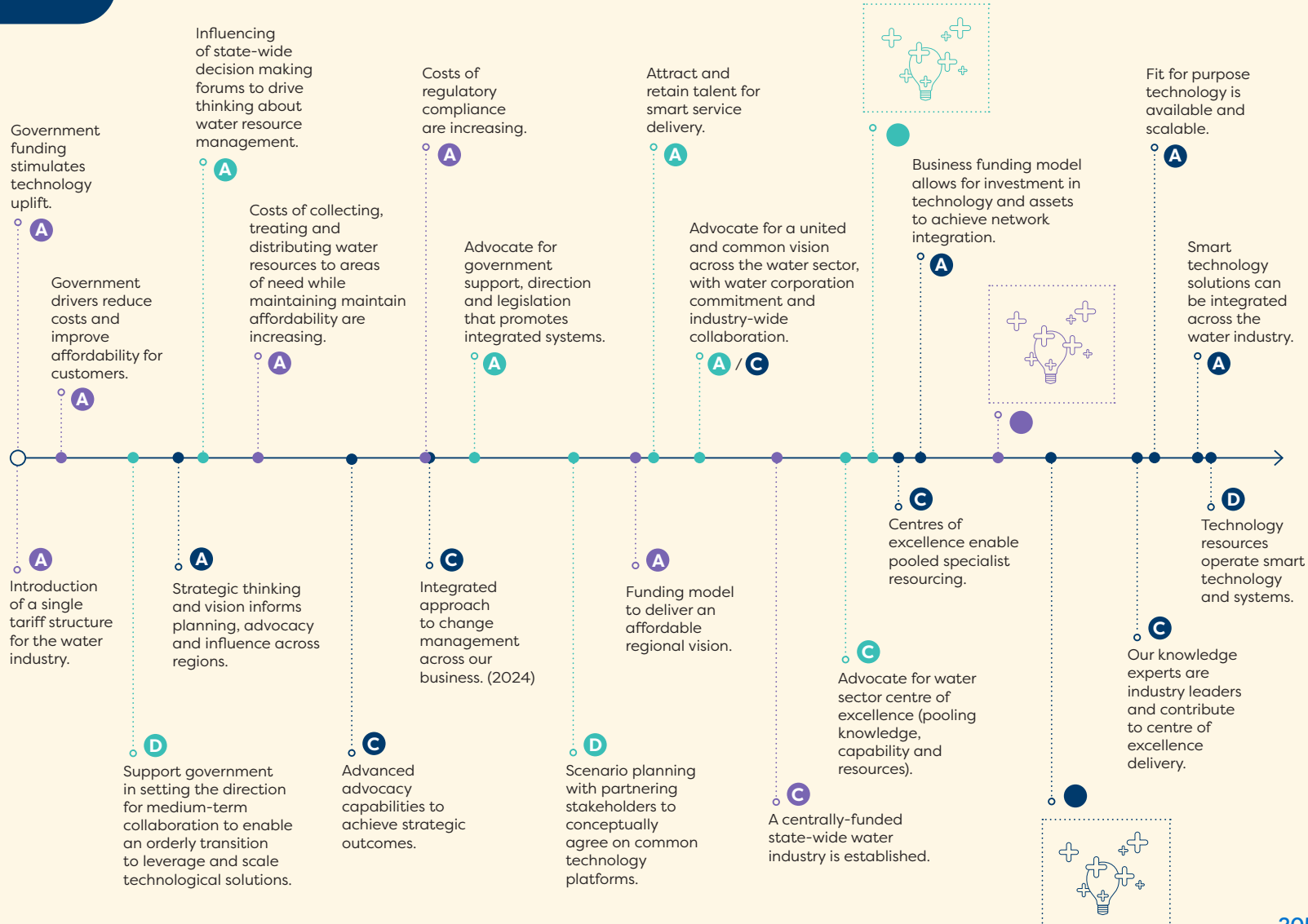
Digital innovation and smart technology promote consolidation and integration of water and waste networks.

2050 Vision

CURRENT STATE

- A** Internally focused integrated delivery in a technologically and financially constrained environment.
- B** Reliable and high-quality water and waste water services for customers.
- C** Lack of sector-wide integration across the water industry.
- D** Lack of a sector-wide approach for delivery of technology.

- Events
- Actions
- Capabilities





Sustainable and prosperous region



Sustainable & prosperous region

Sustainable water and wastewater solutions are delivered to a growing region while keeping bills affordable.

A Integrated planning drives regional efficiency for delivery of affordable water and waste water services.

We have developed a fully aligned planning process with regional partners that enables the best use of regional assets and resources for regional prosperity and excellent customer experiences.

B Our organisation is an employer of choice in a growing region.

Being an employer of choice in a growing region has helped to attract and retain highly skilled and motivated employees who are committed to delivering high-quality and sustainable water and wastewater solutions. The quality of our workforce ensures the continuity of service provision, drives innovation and efficiency. Our customers benefit from having a reliable and innovative service provider that delivers sustainable and affordable solutions.

C Our high-performance organisation delivers affordable services and contributes to a thriving circular economy in a growing region.

The resources we manage are used widely and effectively to develop products that generate wealth and liveability. Revenue and cost savings are re-invested into the organisation to put downward pressure on customers' tariffs. The reuse of water and waste resources expands throughout the region through our leadership and participation in commercial and socially beneficial opportunities.

D Our infrastructure is based on a vision for zoned and connected services.

Our service infrastructure is configured to deliver sustainable services and outcomes to a growing region in a changing environment while maintaining affordable bills.

E Resilient and efficient operations deliver services to greater and denser populations.

We have collaborated with our customers to invest prudently and efficiently in smart technology and systems to maximise our delivery of services to meet urban, industrial and environmental needs. We have leveraged opportunities with regional partners to benefit our customers to ensure our region is affordable and prosperous with an exciting future.



Sustainable & prosperous region

Sustainable water and wastewater solutions are delivered to a growing region while keeping bills affordable.

Future plans outline required asset expansion and integration

Capability and tools to forecast and plan beyond 10 years

Mature business development capability and commercial mindset

Ability to facilitate structural change in the region through circular economy outcomes

Integrated business approach to change management

Technology and people support data capture and analysis and the implementation of future plans

Quality data to predict asset failures and factor in growth supports better decision-making



Sustainable & prosperous region

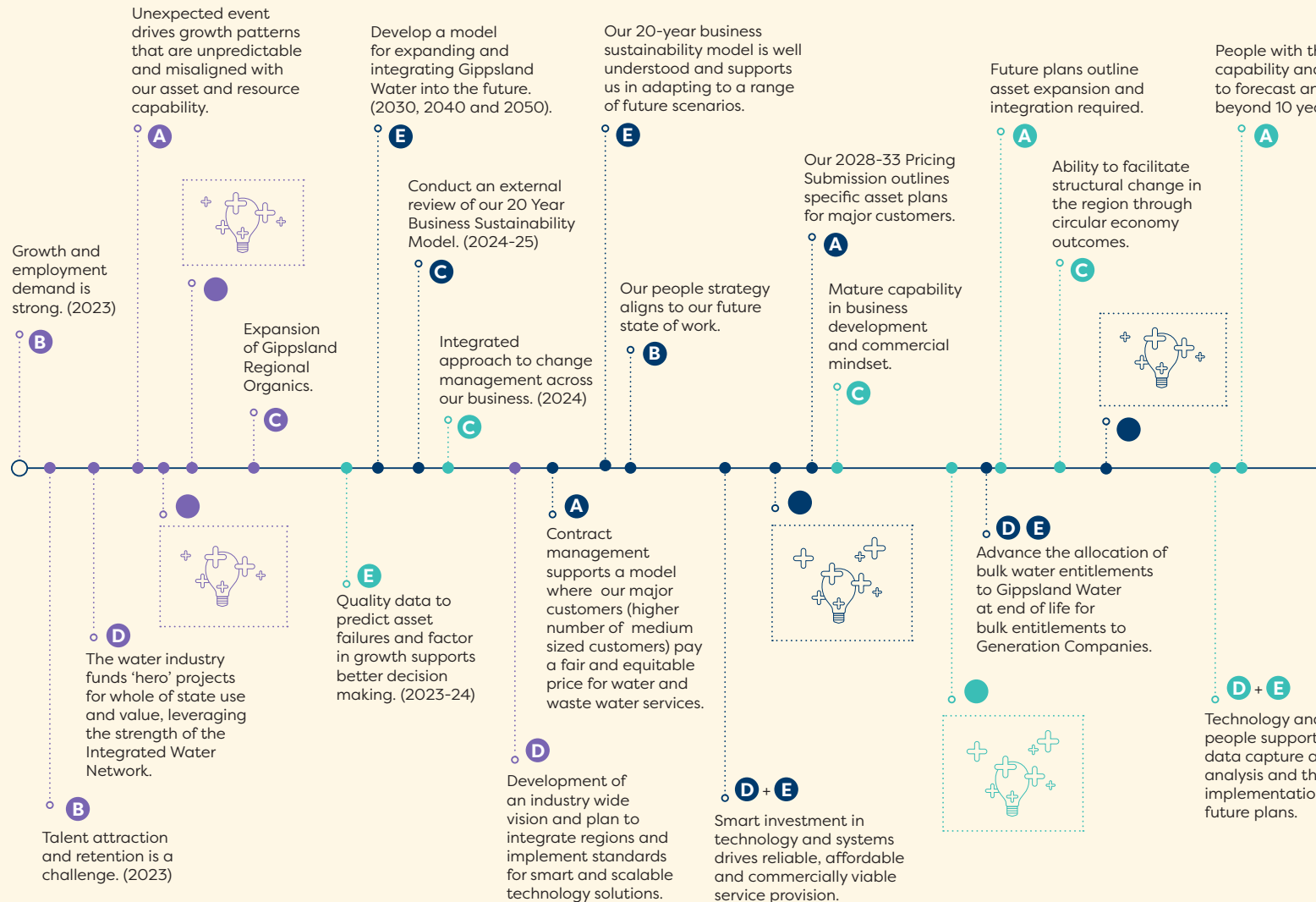
Sustainable water and wastewater solutions are delivered to a growing region while keeping bills affordable.

2050 Vision

CURRENT STATE

- A** Our 2023-28 Price Submission, Infrastructure Plan and Urban Water Strategy articulate how we will manage growth.
- B** Our people are our strength, but retention and attraction is a challenge in a changing region.
- C** Our regional economy is changing but the future path not yet clear.
- D** Infrastructure zoned but not always connected with limited data flow between systems.
- E** Operational delivery in line with customer performance expectations.

- Events
- Actions
- Capabilities





Water for a better environment



Water for a better environment

Water, waste and energy management to deliver a cleaner and greener environment.

A We have a positive and ongoing commitment to a reduction in carbon emissions.

We invest sustainably and optimise our operations to achieve our emissions targets. Beyond 2030, we are aiming to exceed our net zero emissions target while maintaining affordable bills.

B We have an established and innovative delivery network and we are a leader in circular economy outcomes.

We maximise the use and reuse of resources to provide a closed loop and reduce the amount of water and waste material from leaving our operations. Our infrastructure is integrated with our agriculture and waste management services, industry and the community. Our resource reuse philosophy maximises the value extracted from our resources for the community and our regional economy.

C We have contributed to a better environment, rehabilitation of waterways and water for Traditional Owners that includes the health of the Gippsland Lakes.

We are regionally focused on delivering our water and environmental management responsibilities, collaborating with our regional partners to use water smarter and improve water literacy. There is a balance between urban, industrial, cultural and environmental water needs.

D Our System Resilience Plan and Climate Change Adaptation Plans mitigate the impacts of climate change.

Our asset base is resilient to climate change and extreme events. We know the service level impact of interruptive events and make informed decisions based on customer sentiment and input from local, regional and state partners.



Water for a better environment

Water, waste and energy management to deliver a cleaner and greener environment.

Enhanced technology and technical expertise supports achievement of our emission targets

Advocacy and stakeholder engagement contribute to strategic water resource allocation across the state

We have an established model for addressing emerging and legacy public health and environmental risks

A forward view that leverages our investment in climate-related mitigation exercises

An asset base that is resilient to climate change and extreme events

System and people capability to support climate scenario modelling



Water for a better environment

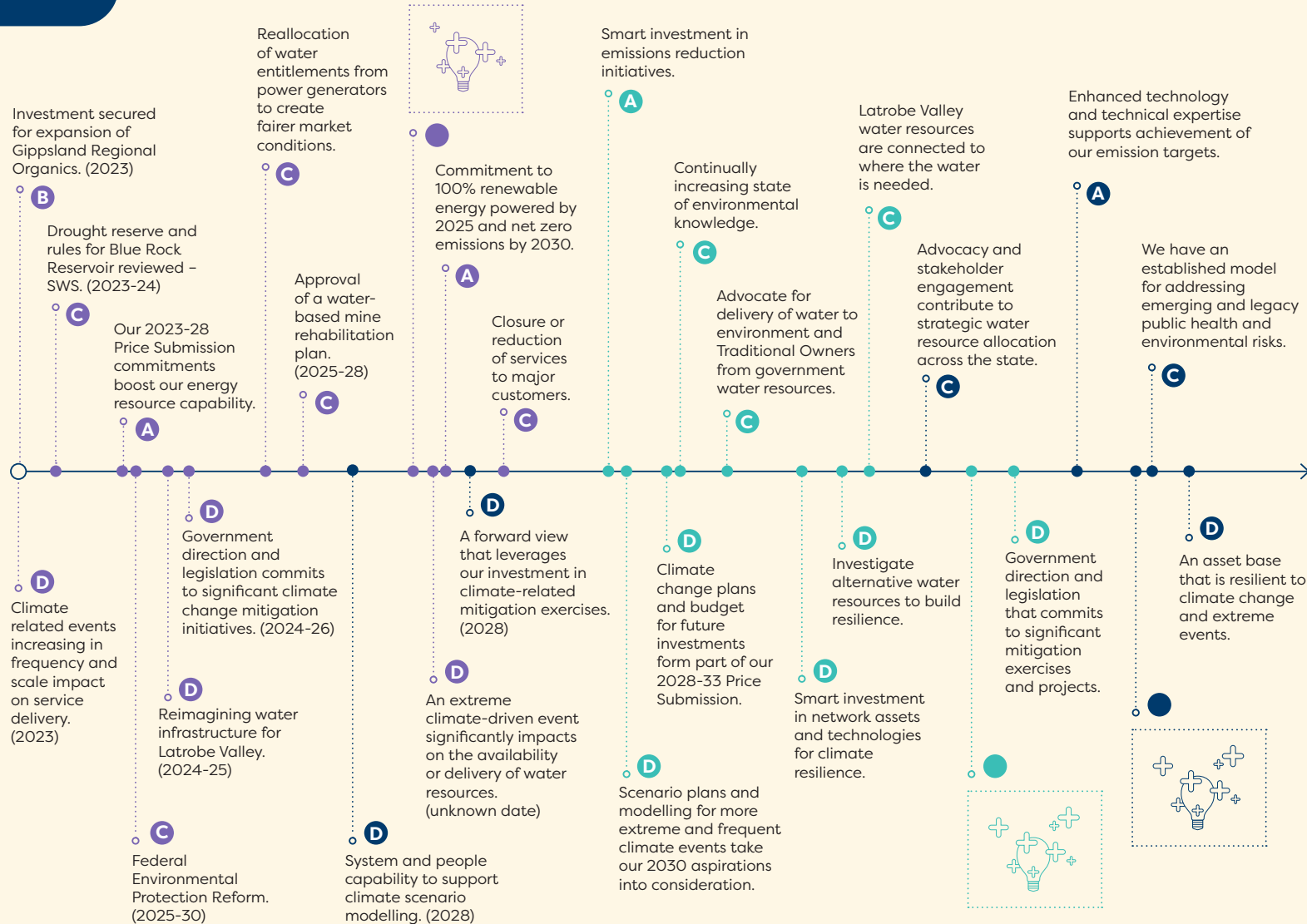
Water, waste and energy management to deliver a cleaner and greener environment.

2050 Vision

CURRENT STATE

- A** We are committed and will deliver on our 2030 and 2025 emissions targets.
- B** We have a fit for purpose delivery network.
- C** We are committed to a better environment, rehabilitation of waterways and water for Traditional Owners.
- D** Our Infrastructure Plan and Urban Water Strategy articulate how we manage the impacts of climate change.

- ...○ Events
- ...○ Actions
- ...○ Capabilities



END STATE

- A** We have a positive and ongoing commitment to a reduction in carbon emissions.
- B** We have an established and innovative delivery network and we are a leader in circular economy outcomes.
- C** We have contributed to a better environment, rehabilitation of waterways and water for Traditional Owners that includes the health of the Gippsland Lakes.
- D** Our System Resilience Plan and Climate Change Adaptation Plans mitigate the impacts of climate change.



**Gippsland
Water**

PO Box 348
55 Hazelwood Road
Traralgon VIC 3844

General enquiries 1800 050 500
Faults and emergencies 1800 057 057

contactus@gippswater.com.au
www.gippswater.com.au

ABN 75 830 750 413