

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.

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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



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.

Long views with end states



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.



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, 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 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

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.

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.

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".

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.



Limited technology available to manage household water use and water tanks/reuse limited.



network use and capability







experience. (2030)

Develop and advocate a state-wide approach to water planning with a view to removing inequity in cost and supply of water from retailers and Water corporations.

Advanced

advocacy

outcomes.

capabilities to

A + **B**

achieve strategic

, G

Emerging technology capability to drive innovation. Central and Gippsland Region Sustainable Water Strategy. (2022-25, 2032-35, 2042-45)

> A Contribute to state planning changes to Integrated Water Network.

> > ° A

Latrobe Valley water resources are connected to where the water is needed.

Influence SWS outcomes. (2040)

° A

Enablina regulation and systems for recycled water and integrated water management.

; B

Recycled

water use

accepted.



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

END STATE

Water supply to

customers is assured

management across

with a connected

water grid and

holistic water

the state.

B

A



Technology and intelligent networks enable water savings and affordable household solutions



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



Digital solutions are retrofitted to existing systems and infrastructure.





Urban Water Strategy development. (2027, 2032, 2037, 2042, 2047)

A

, B

Embed

process.

integrated water

into our planning

management

opportunities

The emergence of a single water supplier for the state changes delivery models for water corporations.





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.

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.

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.

Fit for purpose

technology is

available and

scalable.

A

2050 Vision

CURRENT STATE

Internally focused integrated delivery in a technologically and financially constrained environment.

B

Reliable and high-quality water and waste water services for customers.



Lack of sector-wide integration across the water industry.



Lack of a sector-wide approach for delivery of technology.

Events

Actions

Capabilities

Government fundina stimulates technology uplift.

Government. drivers reduce costs and improve affordability for customers.

° A

A

Introduction

tariff structure

for the water

of a single

industry.

increasing. ° A

Influencing of state-wide decision making

forums to drive

thinking about

water resource

management.

Costs of collecting. treating and distributing water resources to areas of need while maintaining maintain affordability are

Costs of regulatory compliance are increasing.

° A

Advocate for government support, direction and legislation that promotes integrated systems.

Attract and retain talent for smart service delivery.

A

Advocate for a united and common vision across the water sector, with water corporation commitment and industry-wide collaboration.



Funding model

regional vision.

to deliver an

affordable

Business funding model allows for investment in

technology and assets to achieve network integration. ° A

technology solutions can be integrated across the water industry.



Smart.

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

END STATE

Technology and

a sector-wide

waste services.

funding supports

integrated delivery

model for water and

A



B

We are a centrallyfunded water entity that is recognised alobally for delivering innovative industry outcomes.



Sector-wide commercial IT service delivery.

, **G**

Centres of excellence enable pooled specialist resourcing.



Advocate for water sector centre of excellence (pooling knowledge, capability and resources).





Technology resources operate smart technology and systems.



Our knowledge

experts are industry leaders and contribute to centre of excellence delivery.







; A

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

technological solutions.

for medium-term

· D

Support government in setting the direction collaboration to enable an orderly transition to leverage and scale

, G

Advanced advocacy capabilities to achieve strategic outcomes.

6 G

Integrated

approach

to change

across our

management

business. (2024)

. D

Scenario planning

agree on common

with partnering

stakeholders to

conceptually

technology platforms.

A centrally-funded state-wide water industry is established.





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 highquality 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.

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.

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



Our 2023-28 Price Submission, Infrastructure Plan and Urban Water Strategy articulate how we will manage growth.



Our people are our strength, but retention and attraction is a challenge in a changing region.



Our regional economy is changing but the future path not yet clear.



Infrastructure zoned but not always connected with limited data flow between systems.



Operational delivery in line with customer performance expectations.



Capabilities

Unexpected event drives growth patterns that are unpredictable and misalianed with our asset and resource capability.



Growth and

demand is

°B

strong. (2023)

• **D**

The water industry

funds 'hero' projects

for whole of state use

and value, leveraging

the strength of the

Integrated Water

Network.

Talent attraction

and retention is a

challenge. (2023)

Expansion of Gippsland Regional Organics.

Develop a model for expanding and integrating Gippsland Water into the future. (2030, 2040 and 2050).

° 🖪

Œ

Quality data to

better decision

failures and factor

in growth supports

making. (2023-24)

predict asset



° G

Integrated approach to change management across our business. (2024)

A

Contract management supports a model where our major customers (higher number of medium sized customers) pay a fair and equitable price for water and waste water services.

Our 20-year business

of future scenarios.

° B

sustainability model is well

understood and supports

us in adapting to a range

Our people strategy

alians to our future

state of work.

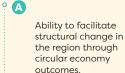
° B

Development of an industry wide vision and plan to integrate regions and implement standards for smart and scalable technology solutions.



Smart investment in technology and systems drives reliable, affordable and commercially viable service provision.

Future plans outline asset expansion and integration required.



.DB

Advance the allocation of

bulk water entitlements

to Gippsland Water

bulk entitlements to

Generation Companies.

at end of life for

Mature capability in business development and commercial mindset.

Our 2028-33 Pricing

Submission outlines

specific asset plans

for major customers.

People with the capability and tools to forecast and plan beyond 10 years.

A

D+B

Technology and

people support

data capture and

implementation of

analysis and the

future plans.

Integrated planning drives regional efficiency for delivery of affordable services.



A

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

END STATE



Our highperformance organisation delivers affordable services and contributes to a thrivina circular economy in a growing region.



Our infrastructure for zoned and



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



is based on a vision connected services.







Water for a better environment

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

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.

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.

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



We are committed and will deliver on our 2030 and 2025 emissions taraets.

B

We have a fit for purpose delivery network.

We are committed to a better environment, rehabilitation of waterways and water for Traditional Owners.



Our Infrastructure Plan and Urban Water Strategy articulate how we manage the impacts of climate change.

Events

Capabilities

Investment secured for expansion of Gippsland Regional Organics. (2023)

° B

Climate

related events

frequency and

increasing in

scale impact

on service

delivery.

(2023)

Drought reserve and rules for Blue Rock Reservoir reviewed -SWS. (2023-24)

Our 2023-28 Price Submission commitments boost our energy resource capability.

. **D**

. **D**

Government.

direction and

Reimagining water

infrastructure for

Latrobe Valley.

(2024-25)

0

Federal

(2025-30)

Environmental

Protection Reform.

legislation commits

change mitigation

to significant climate

initiatives. (2024-26)

Reallocation of water entitlements from power generators to create fairer market conditions.

° G

Approval of a waterbased mine rehabilitation (2025-28)

° G

Commitment to 100% renewable energy powered by 2025 and net zero emissions by 2030.

Closure or reduction of services to major customers.

0

Smart investment in emissions reduction initiatives.

Continually increasing state of environmental knowledae.

°G

° G

Advocate for delivery of water to environment and Traditional Owners from government water resources.

Latrobe Valley water resources are connected to where the water is needed.

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

G

Enhanced technology and technical expertise supports achievement of our emission targets.

° A

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

events.

An asset base

that is resilient to

climate change

and extreme

° a

A

and ongoing commitment to a reduction in carbon emissions.

We have a positive

END STATE

B

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

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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.

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

。 **D**

O

(2028)

An extreme climate-driven event significantly impacts on the availability or delivery of water resources. (unknown date)

System and people capability to support climate scenario modelling. (2028)

. **D**

Climate change plans and budget for future investments form part of our 2028-33 Price Submission.

D

Scenario plans and modelling for more extreme and frequent climate events take our 2030 aspirations into consideration

Investigate alternative water resources to build resilience.

D

Smart investment in network assets and technologies for climate resilience.

. D

Government direction and legislation that commits to significant mitigation exercises and projects.











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