



Corporate Strategy

Great value for customers and community through excellence in rural water management

Aboriginal Acknowledgment

The rivers, waterways and deep water that support life and communities across our region have been doing so for millennia, for thousands of generations of First Nations peoples. Aboriginal culture remains deeply tied to this timeline in an ongoing connection to Country, which includes land, air and water.

Their long history reminds us that when we consider the challenges we face now with a changing climate, the Gunaikurnai, Bunurong, Wurundjeri, Wadawurrung, Eastern Maar, Gunditjmara peoples, and the many other First Nations peoples still seeking formal recognition across our region, have lived through extreme climate change for thousands of years on Country.

As we play our part in managing this precious resource for customers and communities, we know that we have much to learn. We will continue to seek ways to build mutual understanding and respect as we work with Traditional Owner groups across our region to honour their knowledge and ongoing connection.

Pat Rodaughan, SRW Systems Performance Officer – proud Gunaikurnai and Jaadwa man says:

“Waterways have always been vital for survival and culture – connecting us to each other, our customs and to food, both freshwater and sea over thousands of years.

It’s important that we find ways to work together to learn how to care for Country”

Werribee Backbone of Country 2019. Mitch Mahoney (Boon Wurrung/Bunurong), commissioned by Southern Rural Water to mark the redevelopment of 1 Tower Road, Werribee.



Mitch shows the Werribee River as a sacred lifeblood for Aboriginal people and the animals, with the overlay of European settlement. Bringing the two together engages us in thinking about the river and its long life over many millennia under the stewardship of the Bunurong and Wadawurrung peoples.

Navigating this document



Our aspirations

This is what drives us, providing depth to our vision. This is what success looks like for SRW.

Our people

Our people are at the heart of everything we do. Our people enable us to deliver on our aspirations through building the foundations. This is how we work at SRW.

Our foundations

These are the elements of our business that equip us to succeed and enable us to deliver our aspirations. This is how we make it happen at SRW.

Who is SRW?

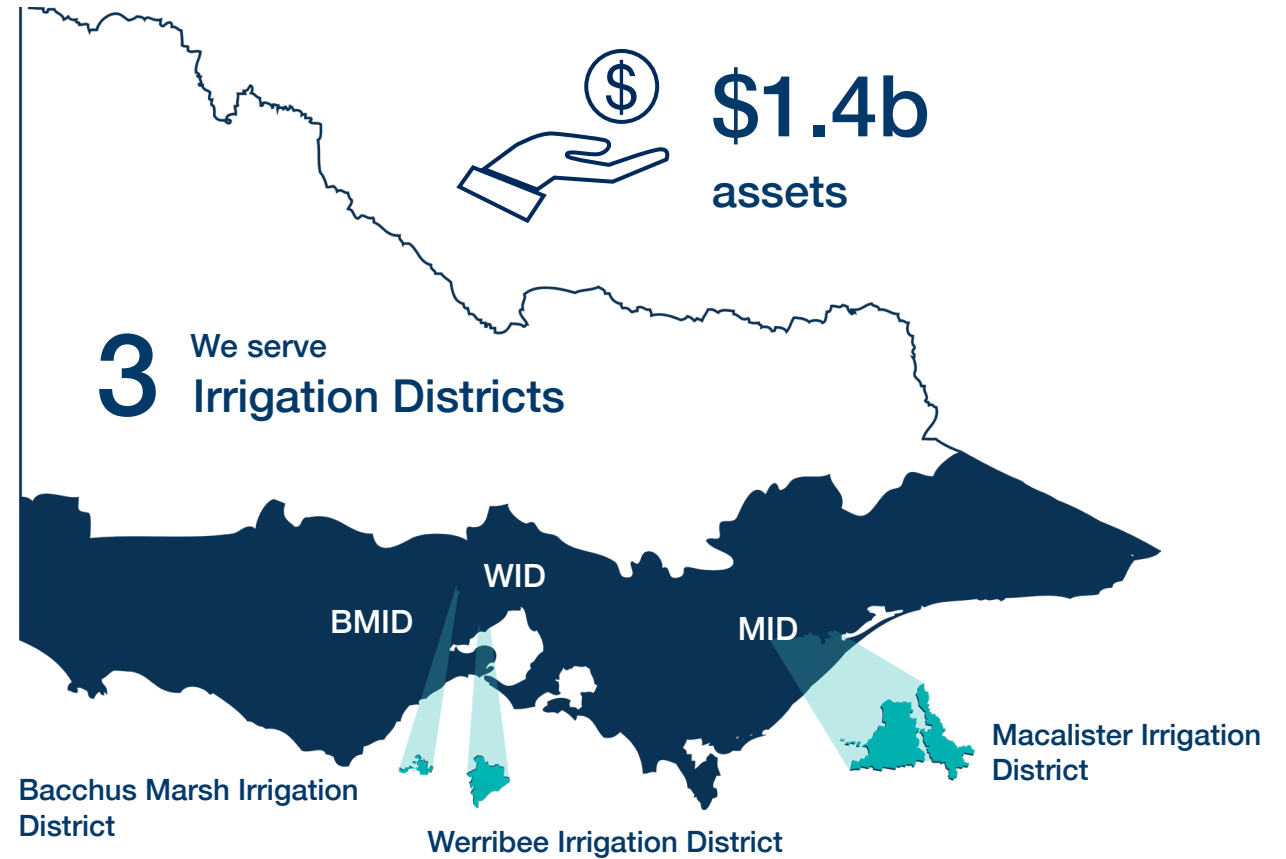
Southern Rural Water (SRW) is proud to be the lifeblood of the agricultural economy of southern Victoria. With assets valued at approximately \$1.4 billion, our irrigation districts deliver water from catchment to farm gate. As regulators of surface and groundwater, we provide fair, equitable and sustainable access to water resources. Our services support farmers to generate high quality, fresh and local produce, much of which ends up upon tables across the globe ready to be enjoyed by consumers.

We supply water to irrigators, power generators, urban water corporations and we work with the Victorian Environmental Water Holder and alongside Catchment Management Authorities and Melbourne Water to manage the release of environmental flows.

We service an area of 88,000 square kilometers, stretching from the South Australian border to the New South Wales border and from the Great Dividing Range to the Victorian coastline.

We operate seven major dams, eight diversion weirs, three irrigation districts and manage take and use licences for waterways, licences relating to catchment dams and farm dam registration.

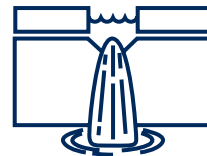
We recognise the important role that we play as stewards of water resources, ensuring that we manage them sustainably for the long term.



We manage...

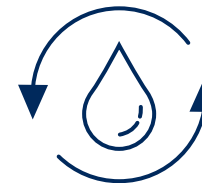


7 Storages
490 GL of storage capacity



8 Diversion weirs

We supply...



Over 700 GL
of water entitlements



To over 12,000
rural customers and businesses,
plus 5 regional urban water corporations, power generators and the environment

Preparing for the future

Our customers are at the forefront of an industry that is changing all the time. This is driven by shifts in climate, population, technology and market forces. More extreme weather events challenge established ways of working. Making the best use of valuable agricultural land is critical to supporting a growing Victorian population. It has never been more important for us to keep up with customer needs in a rapidly changing context.

We need to be future ready, able to anticipate and adapt to these challenges so that we can continue to deliver great value to our customers, stakeholders and the community.

We are fortunate to work in a sector with many opportunities to support change. Through new ways of working and the adoption of modern technology, we can deliver water more reliably to our customers and the environment.

We have customers who are keen to invest in efficiency and productivity. Their businesses are as diverse as the communities they feed, clothe and support.

They range from multi-million dollar enterprises innovating to create new markets, to producers expanding to meet demand, and businesses of all sizes adapting to use water more efficiently and embed care for the environment into their operations.

We seek to understand the impacts of climate change and build resilience into our operations and those of our customers.

Importantly, we strive to have a highly engaged and productive workforce, where our people are committed to the safety and wellbeing of each other and to delivering excellence for our customers.

We continue to identify and create opportunities to expand productivity, grow economies and improve our region as we deliver excellence in rural water management for our customers and the community.



Our vision

Great value for customers and community through excellence in rural water management



Our strategy

In delivering our vision **our aspirations** are to provide:

- customer value through outstanding service.
- community value to help our regions thrive
- excellence in everything we do by empowering our people to deliver results.

This is what success looks like.

Our foundations will enable us to be: financially sound, resilient and insight-driven, operate efficient systems, and be a great partner, an outstanding asset manager and a trusted resource steward.

Our people are at the heart of everything we do. It is our people who build these foundations and apply them to bring our aspirations to life.





Our aspirations

This is what success looks like



Customer value providing outstanding service

Accessible and easy to deal with

- Customers have choice and flexibility in how they interact with us.
- We actively listen, learn and act on our customers' views.
- We are proactive in making improvements to benefit customers' productivity.

Advocate

- Customer value is at the core of our decision-making.
- We understand our customers' differences and their expectations of us.
- We advocate on behalf of our customers.

Reliable

- Customers trust that we deliver on our commitments.
- We provide water security by maintaining efficient operating systems and management arrangements.
- We make prompt and evidence-based decisions.



Community value supporting strong communities

Contribute to thriving regional communities

- Local and regional economies grow as a result of our investment decisions and the services we provide.
- We recognise the social value of our assets and work with local communities to enhance our region.
- We foster mutual understanding and respect, building trust and meaningful working relationships with Traditional Owner groups and Aboriginal communities.

Trusted decision-maker

- Our advice is trusted and our expertise is valued.
- We apply consistency, fairness and equity in the decisions we make.
- We are thought leaders with the profile to lead the debate where necessary.

Sustainable resources

- Water is a precious resource that communities expect us to manage sustainably.
- We minimise our impacts to improve environmental outcomes.
- We effectively manage uncertainty brought about by climate change and work to reduce our carbon emissions.



Excellence empowering our people to deliver results.

Safe communities

- The safety of our people is our number one priority.
- Our work protects community safety through high quality asset management, with particular focus on dam safety.
- We always meet the requirements of the Safe Drinking Water Act when managing the raw water we provide to urban water corporations for treatment and distribution to households as drinking water.

Operational excellence

- Being agile, responsive and ready to adapt, is critical to our success.
- We are not afraid to take the tough decisions and innovate to drive breakthrough improvements.
- We are financially sustainable and we keep our prices affordable for our customers.

Growth and productivity

- Our actions strive to provide long term water security in existing and new areas.
- We partner with customers, industry and government to increase productivity and water availability.
- We strengthen our business through the pursuit of new opportunities.



Our people

Our people are at the heart of everything we do. It is our people who bring our aspirations for customer value and community value to life.



Our values drive our culture, guiding us to deliver excellence in water management.

- Always safe
- Accountable
- One team
- Legacy

“We are always safe and accountable, working as one team to deliver a lasting legacy.”



The health, safety and wellbeing of our people is our number one priority. A strong and valued workforce, in turn, provides excellent service and great value for our customers and communities.

We have zero tolerance for non-compliance to OHS legislation and work to eliminate or reduce risks for our people, customers and community. We promote good mental health and wellbeing, and strive to create a caring environment free from preventable injuries – safe for staff, contractors and visitors.



A culture of excellence means that we lead with a united purpose and inspire our people to achieve more than they thought possible.

We work across southern Victoria as “us” - always sharing knowledge and insights to enhance the whole of our operations. We value training, learning and acquiring new skills and knowledge. We value the contribution of a diverse workforce that offers new and different perspectives, powering greater collaboration and innovation. We create an inclusive workforce where everyone can be their best self.



Financially Sound

We manage financial performance, and our \$1.4b of assets to ensure we are financially sustainable.

Efficient Systems

To enable customer value, our people are supported with the right systems, processes and technology.

Resource Steward

We are proud to deliver water to agriculture, power generation, urban water suppliers and the environment in a manner that balances economic, social and environmental outcomes.



Great Partner

We cannot do it alone. To deliver, we need to work in partnership with each other, our customers, stakeholders and the broader community to achieve our goals.

Insight-Driven

We are entrusted by the community to make informed, evidence-based decisions by relying on the right information, data, expertise and training.

Resilient Organisation

We are adaptable: we operate in an ever changing and uncertain environment. It is imperative that we plan for the challenges, and seize opportunities in the future so we can continue to serve our customers.

Outstanding Asset Manager

In order to provide water in a safe, reliable and sustainable manner, it is critical that we maintain our assets and operations for optimum efficiency, reliability and sustainability.



(photo): Board and staff at the Annual Staff Forum, 2023

The board and our staff working as “us”

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