



# Corporate Plan 2025-26

## Acknowledgements

Southern Rural Water acknowledges and recognises Aboriginal people as the Traditional Owners and Custodians of the land and waters on which we work and live and we respect their deep and ongoing connection to Country.

Southern Rural Water operates on the lands of the following Traditional Owner groups: Bunurong, Gunaikurnai, Gunditjmara, Eastern Maar, Wadawurrung and Wurundjeri Country.

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# Foreword

Southern Rural Water presents our Corporate Plan 2025-26 to 2030-31, highlighting our vision of *great value for customers and community through excellence in rural water management*. We will invest in new technologies and a Digital Transformation Program to meet the expectations of a tech-savvy agribusiness sector. This initiative will be governed by a newly established Digital Transformation committee reporting to the board.

We will maintain focus on our long-term financial sustainability in the context of increasing capital investment, while delivering business efficiencies from new and emerging technologies.

We are committed to climate change mitigation, maintaining a net-zero greenhouse gas commitment annually and exploring renewable fuel sources for vehicle fleets. Our leadership in climate adaptation includes modernisation projects that have improved irrigation efficiency, boosting farm production and resilience while returning water to the environment and Traditional Owners.

Future investments include:

- Developing the central Gippsland Food bowl to support sustainable irrigated agriculture growth and regional resilience.
- Creating a detailed business case for reconfiguring water flow in Melbourne's western growth corridor to enhance water reliability for Werribee Irrigation District, Traditional Owner allocations, urban water needs and environmental benefits.
- Supporting enhanced water trading opportunities and tightening compliance on water take and use with advanced analytical tools.

We continue to engage with Traditional Owners to understand their aspirations and increase their access to water, focusing on respectful relationships through dialogue.

This plan represents an exciting future for Southern Rural Water, our customers and the communities we serve. We look forward to its implementation over the coming years.



Joanne Butterworth-Gray  
Chair



Cameron FitzGerald  
Managing Director

## Who we are

Gippsland and Southern Rural Water Corporation, trading as Southern Rural Water (SRW), is a state-owned water corporation.

We supply water to irrigators, power generators and urban water corporations and we work with the Victorian Environmental Water Holder (VEWH) alongside catchment management authorities and Melbourne Water to manage the release of environmental flows and service the environment.

We service customers across 88,000 square kilometres, or 37 percent of the state, 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 and three irrigation districts, and we manage take and use licences for waterways, licences relating to catchment dams and farm dam registration.

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

We are proud of our contribution to an agricultural economy within southern Victoria.

Our services support a food and fibre sector that contributes more than \$17.9 billion to the economy each year.

With approximately \$2.1 billion in assets under our management, we deliver water from catchment to farm gate, businesses and industry and employ around 170 people.

We have business centres located in Maffra, Werribee, Mitcham, Traralgon and Warrnambool and also have smaller offices scattered across our regions, ensuring we remain closely connected to our customers across our whole service area.

### *Our service area*





## Our vision and values

Our vision is great value for customers and community through excellence in rural water management.

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.

Our values set out the way we work, they inspire the right behaviours and set the tone for our culture.

Our values statement is: We are always safe, accountable, working as one team to deliver a lasting legacy.



## What we do

Under the *Water Act 1989* (Vic), SRW has functions that include the delivery of water and irrigation drainage services as well as the delegated responsibility for administering water shares and take and use licences. Our services and functions are further defined by the Statement of Obligations (SoO), which provides the framework for the economic regulation of water corporations, the Letter of Expectations (LoE) to support delivery of actions identified in Water for Victoria, as well as specific directions provided by the Minister for Water.

The water we harvest, store, manage and license is for agricultural, Traditional Owner, environmental, urban and industrial purposes. Bulk entitlements are held by power generation companies, urban water corporations and by the Victorian Environmental Water Holder (VEWH). Water shares are owned by individual customers within the Macalister, Werribee and Bacchus Marsh irrigation districts.

## Large dams

We operate and maintain seven dams to harvest water on behalf of irrigators and bulk entitlement holders, including power generators and urban water utilities. In addition to the dams, we manage eight weirs and the Willang Yarn balancing storage, all of which help us to manage water flows through our system.

### Major Storages

Storage	Size (ML)	River	Customers
<b>Blue Rock Lake</b>	198,280	Latrobe	Gippsland Water, power generators, licensed water users, VEWB, Department of Treasury and Finance
<b>Lake Narracan</b>	7,230	Latrobe	Power generators, Department of Treasury and Finance, licensed water users
<b>Lake Glenmaggie</b>	177,000	Macalister / Thomson	Irrigator district share owners, VEWB
<b>Rosslynne Reservoir</b>	25,400	Maribyrnong	Greater Western Water, Melbourne Water, licensed water users
<b>Melton Reservoir</b>	14,360	Werribee	Irrigation district share owners
<b>Merrimu Reservoir</b>	32,215	Werribee	Greater Western Water, irrigation district share owners, licensed water users, VEWB
<b>Pykes Creek Reservoir</b>	22,119	Werribee	Greater Western Water, irrigation district share owners, licensed water users

## Irrigation districts

We manage the release and delivery of water to the Werribee, Bacchus Marsh and Macalister irrigation districts. This includes operating and maintaining regulated rivers, channels, pipeline networks, drainage systems and the supply of recycled water.

## Groundwater and rivers

We are delegated under the *Water Act 1989* to manage licenced water use from southern Victoria's unregulated rivers and groundwater aquifers.

This includes assessing applications to:

- Take and use water from unregulated rivers and groundwater aquifers.
- Construct new bores.
- Construct, decommission or alter private dams.

In addition to assessing applications, we also meter water use, ensure compliance with legal requirements and monitor rivers, aquifers and farm dams and apply water restrictions and advise when people can and cannot use water to protect the environment.

We manage water use from unregulated rivers and groundwater aquifers across southern Victoria, including groundwater in urban areas.

## Recreational facilities

We provide a range of recreational facilities at our storages. These range from picnic grounds, playgrounds and barbeques to boat launching ramps. We are responsible for the ongoing maintenance of these facilities to ensure they meet the needs of the broader community.

These facilities cater for a variety of visitors, from those engaging in passive activities like picnicking and fishing at Blue Rock Lake, to motorised boating activities at Pykes Creek, Melton Reservoir and Lake Glenmaggie. We continue to work with government departments and agencies to ensure that we are providing appropriate and fit for purpose access to these amenities, such as the funding for a new boat ramp at Blue Rock Lake in partnership with Better Boating Victoria.

## Emergency management

SRW is required to meet Part 7A of the *Emergency Management Act 2013* and the Emergency Management (Critical Infrastructure Resilience) Regulations 2015. The aim of this is to improve the resilience of Victoria's critical infrastructure by taking an 'all communities, all emergencies' approach to emergency risk management.

SRW has developed an Emergency Risk Management Plan that provides an overview of our emergency risk management framework and demonstrates how we comply with the above obligations.

This includes designing and delivering an annual critical infrastructure resilience emergency risk management exercise under an 'all hazards' context and facilitating an annual independent statutory audit of SRW's emergency risk management system.

SRW also facilitates formal after-action reviews after each incident. These activities support the development of our emergency management systems, processes and internal capability. SRW also has corporate business continuity and disaster recovery plans embedded across the organisation.



## Other functions

We also undertake a range of other functions, including:

- Operating as a water storage manager under the *Safe Drinking Water Act 2003* supplying raw water to urban water corporations.
- Operating and maintaining groundwater pumps in and around the Macalister Irrigation District (MID) to support the regulation of the water table to reduce the risk of land salinisation.
- Providing administrative support to the Drillers Licence Board Victoria.
- Leading, supporting and collaborating on joint projects relating to the water sector.

## Our regulatory context

The *Water Act 1989* provides the legal framework for managing Victoria's water resources. *Water for Victoria* provides the policy context while our SoO and LoE provide greater clarity of government requirements.

## Our structure



SRW is governed by a board, currently comprising seven non-executive directors appointed by the Minister for Water, a Managing Director appointed by the board and an Aboriginal delegate also appointed by the board

We have a Corporate Secretary responsible for providing professional guidance and assistance on governance matters.

SRW's structure is focused on enabling our people to be flexible, agile and collaborative in the workplace. We work cross-functionally across all areas of the business to ensure we achieve operational excellence.

The business units are outlined in the following table.

Unit	Functions
Service Delivery	<p>Operating our Macalister, Werribee and Bacchus Marsh irrigation districts, managing licence diversions from surface water and groundwater and the construction of bores and dams with a climate readiness approach.</p> <p>Information operating technology service delivery as well as customer service via telephone, online and face-to-face channels, supported by digital technologies aligned to customer expectations and supporting customers during hardship.</p>
Asset Futures	<p>Managing the full lifecycle of SRW's engineered and technology assets, from planning to renewal and/or decommissioning. Developing and delivering the capital plan with a focus on managing critical risks including digital transformation program delivery.</p>
Strategy, People and Culture	<p>Strategic planning to ensure sustainable management of water resources, pricing, business performance, environment protection and climate change mitigation and adaptation. Providing communications and engagement activities for customers, stakeholders and communities. Managing the employment, wellbeing and development of a diverse, capable and engaged future ready workforce including pathways for Aboriginal and Torres Strait Islanders across all levels of our business including the board.</p>
Finance, Safety and Risk	<p>Supporting and delivering fiscal management, risk management, emergency management and corporate governance. Implementing safe systems of work to ensure our people are always safe. Managing procurement, facilities and fleet to ensure contemporary, accessible and sustainable work environments and resources.</p>
Corporate Secretary	<p>Supporting and delivering governance, freedom of information, privacy and legal advice. Overseeing corporate governance compliance practices and assurance activities, ensuring statutory obligations are met.</p>

# Operating environment

In developing our Corporate Plan we recognise that our current operating environment is ever changing. These are detailed below and have been key considerations in the development of our Corporate Plan.

- The continuing dry conditions in the south west of the State, highlight our role in supporting customers to be climate resilient while ensuring appropriate compliance with the *Water Act*. We will continue to support customers with access to timely and useful information on water access opportunities and responsibilities, this will include expansion of our water trading platform.
- Continued growth of urban centres provides our agribusiness customers with opportunities to expand their businesses and access skilled local labour. We will continue to work closely with state and local governments to ensure effective planning controls are in place to support a thriving agriculture sector in the context of urban growth.
- Large-scale mine closures across our service area will remain a focus area over the period of this Corporate Plan. We will ensure these closures are managed in line with the requirements of the *Water Act* and relevant policies, including the Latrobe Valley Regional Rehabilitation Strategy. We will also investigate opportunities post-mine closures to achieve great value for irrigators, Traditional Owners and the environment from the water resources that are available.

## Economic regulation

This Corporate Plan is formed as part of the third year of the Price Determination 2023 issued by the Essential Service Commission in June 2023. This determination caps annual price increases at no more than CPI for 86 percent of our customers (groundwater and surface water customers along with Bacchus March Irrigation District customers) and includes efficiency measures designed to deliver productivity savings of one percent per annum. Macalister Irrigation District customers have a 1.5 percent + CPI per annum increase and Werribee Irrigation District customers have a 1 percent + CPI per annum increase in line with recent modernisation investments which have enhanced service delivery within these districts.

## Planning assumptions

The quantities on which our revenue is forecast are generally stable across the planning period with only moderate adjustments to reflect the proposed sale of water entitlements. This stability reflects the entitlement-based nature of our services including:

- Macalister irrigation: delivery volumes of 147 GL per annum being approximately the same as the last 10-year average.
- Groundwater and rivers application fees: applications for new groundwater and surface water licences are subject to ongoing volatility (influenced by factors such as seasonal conditions and government policy). Going forward, we have projected a similar demand to that experienced over recent years.
- Werribee and Bacchus Marsh irrigation: delivery of river water entitlements consistent with the demand experienced in recent years.

## Construction costs

Our future capital budgets assume infrastructure construction costs will increase at CPI.

## Employees

Our employee numbers are expected to be consistent at 170 full-time equivalents.

## Labour rates

SRW's current enterprise bargaining agreement was approved by the Fair Work Commission in February 2024. This four-year agreement provides a three percent annual wage increase for employees. Employees received a three percent salary increment and lump sum payment of \$1,627 in December 2024 and will receive a further three percent salary increment and lump sum payment of \$1,162 in December 2025. These payments are all incorporated within the labour cost assumptions.

## Fuel

As part of our commitment to zero net carbon emissions by 2025 and to lower costs, we are progressively moving our fleet of more than 100 vehicles to more energy efficient vehicle models as the existing vehicles reach their trade-in date.

## Electricity

As most of our water supply is gravity-fed, with only one major pump station, electricity costs are largely for office use and accordingly represent a minor expense for the corporation. We have installed solar panels at several of our major facilities, including Maffra and Werribee offices, which has reduced our electricity costs at these facilities by around 50 percent. We expect to manage electricity price movements within our general basket of external costs.

## Water availability

Relatively warm and dry conditions early in the 2024-25 season meant opening allocations in the declared water systems were lower than other seasons in recent history.

The declared water systems all reached 100 percent allocation of High Reliability Water Shares by mid-season. In the second part of the season, the lack of inflows into the storages meant that Low Reliability Water Shares were slow to increase compared to previous seasons. Some rainfall in February 2025 has allowed an increase to the allocations.

# Our strategic priorities

In addition to our business plans, which set the foundations for achievement of our vision, we are committed to pursuing strategic outcomes designed to ensure our services meet the needs of future generations as well as those of today.

SRW is a key enabler for water transformation of the agriculture sector in southern Victoria. We will bring our customers and communities on this journey and together we will prepare and respond to climate change, taking advantage of breakthrough technologies, to create a productive, sustainable and resilient future for southern Victoria.

## Strategic outcomes

### Adapting to a changing climate

#### Our long-term vision

Ensuring every drop of water is used efficiently, we will provide reliable supply in line with our service measures and respond effectively to floods. By understanding climate change impacts on water security and expansion of irrigation we'll strengthen and leverage southern Victoria's natural advantages and invest in resilient infrastructure for a climate ready future.

#### Current state

We are implementing our climate adaptation plan with specific targets now set in our Environmental Management System. We are finalising modernisation and exploring alternate sources of water in key areas.

#### Our 2025-26 focus

- Deliver the key climate change initiatives as set out in our Environmental Management System.
- Macalister Irrigation District: Exploring a high demand rationalisation model and reducing constraints on the delivery system to create greater security and maximise the benefits from our modernised assets.
- Werribee Irrigation District: Continue to work in collaboration with the Department of Energy, Environment and Climate Action (DEECA), Melbourne Water, Greater Western Water, Traditional Owners and the VEWB to develop a full business case for the Werribee Reconfiguration Project.
- Supporting the delivery of the DEECA led Groundwater Management 2030 actions.
- Climate change asset vulnerability assessments.

## Energy futures

### Our long-term vision

Seek alternative revenue and reduce greenhouse gas impacts by harnessing renewable energy opportunities associated with SRW assets.

### Current state

Initial feasibility assessment was completed in 2024-25 for the expansion of our existing renewable energy generation network, which currently includes mini-hydro power generation at Lake Glenmaggie and Blue Rock Lake.

### Our 2025-26 goal

- Leveraging the work completed to date, explore further renewable energy generation (potentially in a commercial arrangement with a partner with experience in energy supply) opportunities from our assets, such as additional solar or hydro-power.

## Strategic enablers

### Digital, data and technology

#### Our long-term vision

Technology enabled organisation delivering value to our customers through the safe adoption of new and emerging technologies including artificial intelligence, predictive analysis and other tools to generate efficiency and productivity.

#### Current state

During 2024-25 we completed a technology review to understand our current state and develop a plan for the future.

#### Our 2025-26 goal

- Develop a data-driven technology approach that defines our future desired technology architecture and determines the requirements of the first phase of delivery of an Enterprise Resource Planning system.

### Future-ready workforce

#### Our long-term vision

The diversity of our workforce matches the communities we serve. A culture of innovation and delivery that is resilient to changes and is highly engaged.

#### Current state

Implementing the changes undertaken in our Service Delivery division, which sets us on our journey to support our future ready approach.

#### Our 2025-26 goal

- Strategic workforce planning with collaboration and multi-skilling across units and wider employee development opportunities.



## **Supporting Traditional Owner self-determination**

### **Our long-term vision**

Develop meaningful partnerships across our region. Make progress on our journey towards a culturally safe environment for our team members and communities.

### **Current state**

We engage with Traditional Owners in discussions on our business operations and our role in water resource management. We respect that we manage water resources on the Country of six Traditional Owners and we seek to engage on issues that matter most to them. In recent years we have placed a particular focus licensing unallocated water to Traditional Owners.

### **2025-26 goal**

- Develop a Reconciliation Roadmap by listening and understanding Traditional Owner priorities and views across our region.
- Continue to partner with DEECA and Traditional Owners to issue unallocated water licences to support self-determination.

# Business plan

Our Price Submission 2023-28 was developed with extensive customer consultation that supports asset modernisation while delivering great outcomes for customers, stakeholders and our communities. This Corporate Plan is consistent with the objectives of the price submission, outlining six key priority areas:

- great service
- fair and reasonable prices
- reliable water
- sustainable water
- valued community member and
- a great place to work.

SRW is implementing a range of business plans that set the foundations for achievement of these priority areas and supports the requirements of our LoE and SoO. More detail on how we are addressing the LoE is outlined in the Government priorities chapter.

## People Plan

Our people are at the heart of everything we do: they enable us to deliver on our strategy. We need to support our people to adapt to new ways of working and continue to build personal resilience to enable our people to face the demands of an ever-changing future. Our ambition is to be known as an organisation with a culture of excellence, collaboration, innovation and inclusion.

### Our focus

- Ensuring our people and our communities are safe.
- Having a diverse, inclusive and safe values-based workplace that will support our employees to be the best version of themselves.
- Create a culture of respect, trust and collaboration.

### Key initiatives to be completed in 2025-26

- Continuing to deliver on our Always Safe and Well Plan with a focus on ensuring our people have the resources to live and work safely, look out for each other and create a great place to work.
- Embedding a leadership-led approach to psychosocial safety, including upskilling our leaders to identify, assess and address psychosocial risks within the workplace.
- Reducing workplace stress and burnout through a focus on robust leave management practices.
- Implementing the actions as set out in our cultural safety framework including tailored training across identified cohorts of our organisation.

## Gender Equality Action Plan

We are committed to gender equality. We value the contribution of a diverse workforce that offers new and different perspectives, empowering greater collaboration and innovation. We acknowledge that it is our responsibility to create gender equality and to be inclusive.

### Our focus

- Increase equality in gender composition across the organisation.
- Improve reporting with transparent content to support action and accountability.
- Shift gender norms, normalise respectful workplaces, provide flexible working for all employees.
- Ensure all leaders hold themselves and others to account for demonstrating gender-equitable behaviour.

### Key initiatives to be completed in 2025-26

- Drive an inclusive leadership culture, enabling our leaders to accommodate conversations relating to gender equality and to reinforce a respectful culture that demonstrate the organisation's commitment to respectful workplaces.
- Create opportunities to strengthen gender and first nations representation across the organisation, particularly in STEM and operational or field areas, including via graduate and traineeship pathways.
- Build on our GEAP progress reporting to understand and address intersectionality representation including gender pay gaps, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes.

## Compliance and Enforcement Framework

We apply a zero-tolerance approach to unauthorised water take and adopt a consistent risk-based approach to manage compliance and enforcement with improved oversight and reporting.

### Our focus

- Expanding training of employees to align with enhanced compliance and investigative processes.
- Ensuring our metering program aligns with our zero-tolerance approach to unauthorised water take.
- Improving data quality systems to reduce the occurrence of false-negative balances based on automated meter reads.
- Implementing a large-scale meter replacement program in line with the Metering Action Plan.
- Monitoring farm dams for compliance with licencing, including using innovative technologies including drones and photogrammetry.

### Key initiatives to be completed in 2025-26

- Proactive and targeted dam inspections and surveillance to high-risk catchments, utilising physical and technology-based field observations and surveillance.
- Compliance and investigations skills uplift for field operations team members across the business to align with zero tolerance approach to unauthorised take of water and identified contraventions of licensing and legislation.

## Environmental Management System

We maintain an Environmental Management System (EMS) that allows us to protect and enhance the environment and meet our climate change goals. Our EMS provides a robust framework to manage our *Environment Protection Act 2017* statutory requirements, General Environmental Duty and broader environmental and climate change risks. The EMS has incorporated our Climate Change Adaptation Plan and our Climate Change Mitigation Plan.

We have developed a set of environment and climate change focused objectives and targets that set out our strategic priorities over the next five years. These objectives and targets expand on SRW's compliance requirements, improve environmental performance across our activities and elevate our existing climate action targets.

### Our focus

Implement our EMS objectives which include:

- Climate resilient water and assets ensuring we are planning for and adapting to a changing climate.
- Demonstrate environmental leadership by reducing our greenhouse gas emissions over time in addition to converting to renewable energy.
- Healthy ecosystems to improve outcomes across the land we manage for both the community and ecological benefit.
- Partnerships and advocacy to work collaboratively with our partners to support outcomes greater than we can achieve alone.

### Key initiatives to be completed in 2025-26

- Continue to meet our net zero emissions target through transition of our fleet to low emission vehicles and the exploration of carbon reforestation offsets.
- Embed our Climate Readiness Framework into water resource, asset planning and corporate planning.
- Continue to ensure our electricity needs are being met by 100% renewables.

## Integrated Water Management

Integrated Water Management considers the entire water cycle to provide the best community outcomes when planning, delivering and operating infrastructure and water services.

### Our focus

- Be a valued participant in integrated management forums in our region.
- Work collaboratively with partners in the region to explore opportunities to future proof our irrigation districts.
- Make best community use of water resources.

### Key initiatives to be completed in 2025-26

- Continue to play a key role in the submission and delivery of the Werribee Reconfiguration Project detailed business case to the National Water Grid Authority.
- Continue to support the introduction of recycled water from the Pakenham wastewater treatment plant for irrigation in the Cora Lynn area.
- Engage with other agencies to find shared water initiatives in the Latrobe Valley and via the Macalister Fresh project.
- Continue to support the Willow Grove Stormwater Pollution Management project.

## Engagement Framework

Our engagement is guided by the International Association for Public Participation (IAP2) Public Participation Spectrum, a global model for how community members, groups and stakeholders can be engaged with us on our programs of work.

We engage with customers, communities, Traditional Owners and stakeholders at a strategic, project and operational level, often leveraging our engagement with partners across our service area. We aim to engage early to help build confidence, trust and goodwill.

Along with engaging effectively, we want to build strong partnerships through innovative models.

### Our focus

- Improve transparency in decision-making processes.
- Build shared partnerships to share risks and rewards.
- Promote a shared understanding.
- Build a stronger evidence base to inform decisions.
- Meet regulatory requirements.

### Key initiatives to be completed in 2025-26

- Engage customers in our dedicated forums including the Southern Groundwater and Rivers Forum and the Macalister Customer Consultative Committee.
- Engage with customers and community members in a range of forums, including our Bacchus Marsh drop-in sessions and attendance at the Wyndham City Green Wedge Forum.
- Create engagement opportunities for customers, community and stakeholders to be involved in our projects and programs of work, with reference groups for our Macalister Fresh initiative and Werribee Reconfiguration Project.
- Host strategic forums, inviting key customers, community groups and stakeholders from across our service area to help guide our organisation's decision making.

## Asset management plan

SRW's Asset Management Policy outlines our approach to achieve customer, shareholder and stakeholder outcomes by:

- Embedding asset management as a core business process to manage our assets efficiently and effectively to provide services at an affordable price and minimising whole of life costs.
- Managing assets to be adaptable to climate change and operationally efficient to ensure the most reliable service to customers and provide ongoing opportunities to optimise their productivity.
- Complying with relevant legislation and government policy.
- Managing information and data to optimise decision making to manage SRW resources effectively and efficiently to achieve financial and environmental sustainability.
- Implementing risk-based decision making to assist in prioritising investment that is aligned with the SRW risk position statement and to consider future opportunities.
- Minimising safety risks to our employees and community.

### Our focus

Implement our Asset Management Action Plan which includes a set of priority actions grouped under five key themes:

1. leadership and accountability
2. asset planning
3. asset acquisition
4. asset operation and maintenance
5. asset information.

### Key initiatives to be completed in 2025-26

- Continue to develop and complete Asset Class Plans and Asset Management Plans. This will be used to inform our long-term planning for these asset classes and to inform and optimise our capital and operating expenditure.
- Commence implementation of condition assessment programs, as well as integrated preventative maintenance programs for our most critical assets.
- Continue to work on delivering the Asset Management Information System improvement project.

## Financial Sustainability Plan

This Corporate Plan identifies a significant increase to SRW debt from \$97 million at June 2025 to \$123 million at June 2026 and \$168 million of debt at the conclusion of the price determination in June 2028.

While these increases to debt are consistent with past Corporate Plans and our current price submission and largely represent SRW's co-investment with Victorian and Australian governments to promote regional economic prosperity via irrigation modernisation, the organisation is very cognisant of associated financial sustainability risks.

In response, we have developed a long-term financial sustainability plan based on a 25-year capital program. This plan has been used to inform our price submission, which sets our price, cost and debt pathways for the current five-year price determination period.

In respect of those budgets for the financial years outside of the current price determination, this 2025-26 corporate plan includes a limit upon capital expenditure so that debt does not increase beyond the level reached in June 2028. In consultation with our customers as part of the next price submission period, the corporation may elect to retain a large capital expenditure program, which in turn will increase debt and prices beyond the level budgeted for June 2028.

Since the current price submission was determined by the Essential Services Commission, an additional capital repatriation payment has been set by the Victorian Government. We have included provision for capital repatriation within this corporate plan of \$0.9m in 2025-26 and continuation of these payments for the next 10 years forms part of our long-term financial sustainability planning.

### Our focus

- Limiting operating expenditure to price submission expenditure allowances by achieving productivity savings.
- Tightly control capital projects so that all expenditure is rigorously reviewed against our asset management and risk management frameworks.
- Offsetting capital expenditure costs through water entitlement sales.



**Important initiatives to be completed in 2025-26**

- Deliver on operating and capital expenditure allowances set by year three of Price Submission 2023.
- Make more water available to our customers within sustainable limits, across our regulated and unregulated systems, as set out in our board approved annual water sales plan.

# Government priorities

Our strategic outcomes and board approved strategies are aligned with the Victorian Government's water policy priority areas as defined in Water for Victoria and the Minister's LoE Key Performance Indicators (KPIs). We have set KPIs to monitor and report on activities aligned with these goals.

## Legislative framework

The *Water Act 1989* (Vic) provides the legal framework for managing Victoria's water resources. Water for Victoria provides the policy context while our SoO and LoE provide greater clarity of the Victorian Government's requirements of us.

## Letter of expectation

The Minister for Water's LoE has been issued as a draft and contains prescribed key performance indicators for each of the priority areas in Water for Victoria.

## Climate change and energy (LoE 1)

Taking action to mitigate and adapt to the impacts of climate change are a key focus for SRW. Though the scale, magnitude and timing of impacts are uncertain, we know that the chronic and acute impacts of climate change such as drought, sea level rise, bushfires, flooding and extreme heat, are occurring now and will be more frequent and extreme in the future.

Climate change is enshrined in SRW's EMS, which contains several climate related objectives and targets, alongside the climate change adaptation and mitigation plans, which have been embedded across core planning and decision-making processes throughout the organisation. Adapting to climate change is also one of our strategic priorities focused on the long term, it is also captured and managed as a key strategic corporate risk.

The Victorian Government has a long-term target of zero net greenhouse gas emissions by 2045. In 2017, SRW pledged to an ambitious target of net zero emissions by 30 June 2025. This commitment is outlined by the SoO (Emission Reduction) (2022) and includes the obligation to source 100 percent of our electricity needs from renewable sources by 2025 which we achieved a year ahead of schedule.

We are reducing Scope 1 emissions by working towards transitioning our vehicle fleet to low emissions and electric vehicles. Furthermore, the first trees of our Carbon Reforestation Offsets Project will be planted in 2025. The project seeks to sequester approximately 34,600 tonnes of carbon dioxide from the atmosphere over 25 years.

To reduce Scope 2 emissions, we continue to assess opportunities for behind-the-meter energy generation, purchase GreenPower and invest in large-scale renewable energy through the Zero Emissions Water initiative. We will continue to work with the broader water industry to understand and implement Scope 3 reporting.

As the impacts of climate change present increased risks to the organisation, SRW is taking steps to ensure we are resilient to the challenges that come with a changing climate. SRW has developed a Climate Readiness Framework to guide adaptive planning and decision-making in preparation for uncertain climate futures. SRW will apply the framework to water supply and

infrastructure vulnerability assessments, to identify and prioritise climate change adaptation intervention options using an adaptation pathways approach.

Through these initiatives, SRW will increase its resilience and preparedness for climate challenges now and into the future. To read more about climate change and energy see the Strategic Priorities chapter and for our EMS visit the Business Plan chapter.

## Customer, community and engagement (LoE 2)

At SRW, we engage with our customers and community at a strategic, project and operational level, often leveraging our engagement with partners across our service area. This engagement is two-way and provides great insights for us as well as for our customers and the community.

We engage via multiple mechanisms, including consultative committees, customer reference groups, strategic stakeholder forums, third party committees, drop-in sessions, partnership opportunities and via events and sponsorships. These forums provide value in enabling us to support our continued drive towards customer and community value and provide us with an opportunity to respectfully partner with our customers.

Supporting good engagement is effective communication, so that customers and the community better understand our role as a water regulator and manager that is delivering positive outcomes in southern Victoria.

We measure ourselves against our engagement principles and seek to ensure customers are aware of the following:

- SRW's role as a resource steward, water regulator, storage and irrigation district operator and recreational water facilities manager.
- Our work in supporting food production in southern Victoria.
- Our expertise in managing critical projects and initiatives that support the agricultural economy as well as environmental and cultural outcomes.

SRW measures its engagement performance in multiple ways. SRW has a Customer Charter available on its website. This document outlines engagement in line with Southern Rural Water's performance requirements. Along with the Customer Charter, SRW has tailored engagement plans for its strategic and capital programs of work, these plans are tailored to each audience group and outline engagement targets.

The website has individual project pages which provide updates and information on each program of work and where appropriate, opportunities for customer and community involvement. Our overall engagement approach is based on the IAP2 principles. Our engagement approach is listed on our website on the Our Strategy page. Our engagement is tailored to each individual engagement strategy and our overarching engagement is based on feedback received in a range of forums, including drop-in sessions and customer and stakeholder committees.

SRW also has an Engagement Framework, outlined in the Business Plan section of this document.

SRW has not undertaken a customer satisfaction survey in recent years, however we have a range of customer forums that provide insight into customer sentiment. This financial year, SRW will undertake a customer satisfaction survey to better understand customer sentiment and identify opportunities to enhance our service delivery. Once the survey has been undertaken, a plan will be developed to increase sentiment over the reporting period.

Below are our customer responsiveness indicator targets. Forecast pricing tariffs and billing impacts can be found in the Macalister Irrigation District, Werribee Irrigation District, Bacchus Marsh Irrigation District and Groundwater and Rivers and Bulk Entitlement chapters. All pricing is in line with our Price Submission 2023 pathways.

Customer responsiveness indicator targets	ESC code*	2025-26
<b>Water bills – customers on flexible payment plans</b> No. of customers with instalment plans	UPP 1	N/A
<b>Water bills – customers awarded hardship grants</b> No. of customers awarded hardship grants	UPP 6	N/A
<b>Customer responsiveness – number of payment issue complaints</b> No. of complaints per 100 customers	CRS 7	<1
<b>Customer responsiveness - total complaints</b> No. of complaints per 100 customers	CRS 3	<1

*\*As part of our Corporate Plan requirements, the ESC codes are required to appear as an indicator for government reference.*

## Recognise Aboriginal values (LoE 3)

At SRW we are committed to fostering mutual understanding and respect, to build trust and develop meaningful relationships with First Nations communities and to respect their knowledge and continuing connection to Country.

SRW's service area traverses six Traditional Owner lands: Bunurong, Gunaikurnai, Gunditjmara, Eastern Maar, Wadawurrung and Wurundjeri. SRW is a signatory to a partnership agreement with the Gunaikurnai Land and Waters Traditional Owner Corporation along with other members of the Gippsland Environmental Agencies group.

During recent years SRW has worked with Traditional Owners to support access to water through the granting of water licences to the Gunaikurnai (Mitchell River, Tambo River and Buchan Munji groundwater) and one licence for the Gunditjmara (Budj Bim). SRW has been working with DEECA, who have written to Traditional Owner groups to provide them with the volume of water that is available and invited applications from these groups.

In addition to supporting Traditional Owners access to water, we have been and will continue to focus our efforts on listening and learning about Traditional Owner aspirations for Country and mob and how we can support self-determination.

We have two project specific agreements for the Werribee Reconfiguration Project and the Moorabool Maribyrnong Water Resources Project with local Traditional Owners Wadawurrung and Wurundjeri. In total we have arrangements with three Traditional Owner groups.

We will continue to work with Traditional Owners to support their self-determination, visit our Strategic priorities chapter for more information.

SRW is committed to engaging with and supporting Indigenous businesses through our social procurement strategies. Where an Indigenous business is identified as a potential supplier, SRW seeks to include them initially via the invitation to supply process and provides support to ensure they are not disadvantaged within the successful provider selections analysis, in line with our overall procurement strategy.

## Recognising recreational values (LoE 4)

SRW manages six recreational areas which provide communities with a range of recreational facilities and activities.

Information about the recreational areas is available on SRW's website and includes location, available facilities, permitted activities and safety information including boating information where relevant.

SRW will continue to develop an understanding of the communities desired recreational values. In 2025 SRW is engaging with recreational users and Traditional Owners on the development of the new Recreational Area Management Plans (RAMPs) for all SRW recreational areas. The plans will include aspirations to improve the recreational areas and enhance the value provided to the community. The plans will include asset condition assessments and will inform future development plans for the recreational areas.

RAMPs for all recreational areas will be completed in 2025 and published on SRW's website.

We will continue to partner with other agencies to enhance the existing recreational areas. In 2025, this includes the installation of a new all abilities pontoon at Blue Rock Lake. This will improve access to the waterway for those with disabilities. This is a Better Boating Victoria funded project.

SRW will work with Better Boating Victoria to develop a project to extend the boat ramps at Lake Glenmaggie. This will provide the public with enhanced access to the waterway when the water level is low.

SRW will continue to work with Better Boating Victoria and Melton City Council to investigate ways of improving recreational facilities and access to the water at Melton Reservoir. This will include the drafting of design drawings for a new public boat ramp and parking facilities at the northern end of the reservoir. SRW will continue to participate with the Melton Weir Development Committee. This is a council chaired committee of local councillors and community members with aim of improving recreational opportunities at Melton Reservoir and it's surrounds.

Other works to enhance the recreational experience at SRW sites include:

- Inspections and maintenance at all sites.
- Installation of new electric barbeque at Blue Rock Lake.
- Installation of new picnic tables at Pykes Creek Reservoir.
- Review of the recreational area wastewater treatment systems and creation of wastewater asset management plans for all sites.
- Significant vegetation management works at Melton Reservoir to address prickly pear and serrated tussock infestations and enhance the reservoir surrounds for passive recreation.
- Installation of new signs and buoys at Melton Reservoir to enhance public safety and understanding of the Vessel Operating and Zoning Rules for the waterway.

## Resilient and liveable cities and towns (LoE 5)

SRW works with our partners to deliver integrated water management outcomes. We are leading the engagement with Werribee Irrigation District irrigators to facilitate the Werribee Reconfiguration Project which aims to substitute irrigation water with more reliable recycled water and return flows to natural waterways. If Australian Government funding is provided, we will partner with Melbourne Water, Greater Western Water, Werribee Irrigation District customers, Traditional Owners and the Victorian Environmental Water Holder to deliver the full business case for the reconfiguration project. For more information about how we are implementing our Integrated Water Management, visit our Business Plan chapter.

SRW's commitment to providing sustainable water resources through the protection of southern Victoria's environment is set out in our Environment and Climate Change Policy. The policy provides a strong foundation for demonstrating environmental leadership, including a commitment to circular economy principles that have recently been developed to guide the capital works and procurement programs.

SRW maintains and implements risk management plans (RMP) for water storages that supply drinking water under the *Safe Drinking Water Act 2003*. The Act provides for regular independent audits of the RMP at the request of the Department of Health.

We have obligations to manage water quality under various legislative instruments. SRW continues to manage risks to water quality in special water supply catchments through the review of planning referrals under the *Planning and Environment Act 1987*.

SRW's commitment to improving irrigation systems continues with a plan to prepare a full business case to deliver the Avon Valley Water Security project if Australian Government funding is confirmed. The project will ensure a reliable irrigation supply to a new area east of the Avon River and free up water for natural streamflow.

SRW manages flows in streams and groundwater levels in aquifers to ensure equitable access and long-term sustainability of the resources relied on by cities and towns across southern Victoria.

We are leading the Victorian Government's Central and Gippsland Regional Sustainable Water Strategy Action 4.13 to review water resource risks in small dry, peri-urban catchments. We will continue to manage the review of Mitchell River management arrangements (Action 4.12)

We are collaborating with partners to deliver reallocation of 3-4 Bench entitlement (Action 4-8), Groundwater 2030 (4-18), Action 4-15 Latrobe Valley Vision, Action 6.4 removing barriers to Traditional Owner access to water, building the Maffra Weir fishway (Action 8-15).

## Leadership, diversity and culture (LoE 6)

Our People Plan and Gender Equality Action Plan (GEAP) support leadership diversity and culture at SRW. In 2024, we submitted our GEAP mid-progress report to the Commissioner for Gender Equality, which indicated that we have made significant progress in our plan including: reducing our gender pay gap, increasing our female cohorts in leadership, engineering, field and operational roles, increasing access to flexibility for all employees, including a significant increase in our male employees accessing flexible arrangements such as part-time, transition to retirement and flexible hours, reducing barriers to success at work and challenging inappropriate workplace behaviours, including a zero-tolerance approach.

In 2024, SRW reached a gender balance in the senior leadership cohort, and increased female employees at senior and specialist levels, including water resources strategy, capital delivery, compliance and enforcement and dam safety. The introduction of a new payroll system has allowed for improved collection of diversity data.



Goal	Target by 2026	Jan 2025
Overall women at SRW	>40%	36%
Women holding executive positions	50%	33%
Women in SRW in the leadership group	50%	52%
Women in SRW holding degree-required positions (other than engineering)	50%	51%
Women in SRW holding STEM positions	>40%	40%
Women in SRW holding field positions *includes storage operators, water service officers, field officers and compliance officers but not supervisors or managers	>30%	9%
Women holding non-executive director positions on our board	N/A	57%
Percentage of the workforce with an identified disability	>10%	NA
Under 25 years	>5%	4%
Maintain or increase proportion of employees who identify as of Aboriginal and Torres Strait Islander descent	>2%	3% (five employees)

*Note: A number of female field employees are currently on parental or other long-term leave, which has reduced our female field-based employees.*

Our People Plan supports capability development across SRW, including with a focus on wellbeing leadership to ensure that our people are safe, well, resilient and adaptable.

In 2024, 77 percent of employees completed the People Matter Survey and a series of roadshows were conducted by the Managing Director to share the results of the People Matter, Global Safety Index and Mental Health Index surveys, to listen to our employees and create a culture of respect, trust and collaboration.

We have launched our One Team Recognition program which provides all employees with the opportunity to nominate their colleagues who go above and beyond in demonstration of our values and we continue our One Self One Team One SRW culture program to embed our values and drive our zero tolerance to inappropriate workplace behaviour.

We are strengthening our ties to Traditional Owners and Aboriginal Victorians by:

- Providing development opportunities for the independent Aboriginal delegate to the board, including director training via AICD (Australian Institute of Company Directors)
- Embedding our cultural safety framework including tailored training across identified cohorts of our organisation. In 2024 our board members and executives totalling seven directors and five executives completed the first phase of the framework, with a focus on deficit discourse, complex conversations and implementing our approach. This training was undertaken by a suitably experienced provider.
- Ensuring all new employees complete our diversity and inclusion First Nations cultural awareness training. In 2024/25 this has been 21 employees to date and all employees complete refresher training every two years.

For more information on our People Plan or GEAP, please visit the Business Plan chapter, or our website.

## Performance and financial management (LoE 7)

SRW has implemented a performance reporting framework that is clear and consistent across the organisation, includes key performance indicators that align with our strategic framework. We maintain a strong focus on value whilst advancing our efforts to report our achieved excellence to all stakeholders.

The following Key Performance Indicators are required by the Victorian Water Industry Corporate Planning and Reporting Guidelines 2025-26. We have established the relevant targets based on organisational history, customer feedback and best practice. Treasury Corporation of Victoria has issued SRW with a BBB+ credit rating.

Our financial performance is outlined in the Financial Statements chapter.

Financial Performance	
Key Performance Indicator	2025-26
<b>Cash Interest Cover</b> Net operating cash flows before net interest and tax/net interest payments	1.6
<b>Gearing Ratio</b> Total Debt (including finance leases)/total assets	6.7%
<b>Internal Financing Ratio</b> Net operating cash flow less dividends/net capital expenditure	10.2%
<b>Current Ratio</b> Current assets/current liabilities (excluding long-term employee provisions and revenue in advance)	36%
<b>Return on Assets</b> Earnings before net interest and tax/average assets	-0.3%
<b>Return on Equity</b> Net profit after tax/average total equity	-1.0%
<b>EBITDA Margin</b> Earnings Before Interest, Tax, Depreciation and Amortisation/total revenue	18.5%

Operational performance	
Water service indicators	2025-26
<b>Rural water supply deliveries</b> Number of orders delivered / total number of orders	97%
<b>Transfer of water shares - applications completed within agreed timeframes</b> Number of applications completed / total number of applications	90%
<b>Unavailability of domestic and stock supply</b> Duration that domestic and stock service is unavailable in excess of on-property storage requirement / length of water season	N/A
<b>Groundwater supply</b> Number of transfers processed within target period / total number of transfers processed	90%

## Compliance and enforcement (LoE 8)

In 2024, SRW embedded a dedicated investigative capability across the organisation, to support and enhance our compliance and enforcement uplift.

Our focus over the next 12 months will be:

- Catchment based investigations.
- Training, technology and process improvements to further enhance capability and efficiency.
- Communications and engagement regarding obligations and expectations.

We continue to develop, implement and monitor our compliance and enforcement strategy and work program.

SRW apply a consistent, transparent and risk-based zero tolerance approach to unauthorised take of water and communicate with our customers to ensure expectations are set.

We are implementing our metering action plans in line with metering policy and requirements.

SRW use strong compliance and enforcement action to protect the environment for Victorian water users. We undertake site inspections, meter reading, maintenance and monitor river flow conditions and manage water access to support equitable access to and use of water, to protect the environment.

We balance our compliance and enforcement actions with providing support and education to our customers. We will continue to implement key actions from the compliance and enforcement plan.

For more information, please see the Business Plan chapter.

## Customer protection, including the prevention of harm from family violence

SRW understands the significant impact that family violence can have on our customers, employees and the communities we serve.

We are committed to ensuring customers and employees affected by family violence have access to support when they need it and in a way the best meets their individual circumstances.

We seek to create a safe and supportive environment by treating our customers and employees with respect, empathy, sensitivity and confidentiality.

We are committed to addressing the impact of family violence by raising awareness through the organisation and connecting with family violence support services to provide appropriate support.

Our policy seeks to establish clear direction for supporting customers and employees who may be affected by family violence. It accords with Clause 10 - Water Industry Standard – Rural Customer Service.

As part of our approach, we:

- Provide ongoing tailored training to our staff.
- Provide support including referral assistance to customers experiencing family violence.
- Provide for the secure handling of information, especially that pertaining to those affected by family violence.
- Establish as single point of contact so affected customers do not have to re-tell their story.
- Maintain a panel of case managers, specifically trained to assist customers affected by family violence.

## Cyber security

The Australian and Victorian governments now define cyber security standards that government organisations must meet to remain compliant. We must invest in our systems to secure our data and to improve and standardise our business practices.

This program is designed to meet the increasing demands of the cyber landscape. Additionally, it will help SRW meet its compliance obligations as well as the *Water Industry Act* requirements. The program includes the protection of assets including infrastructure, data, as well as the ability to meet customer obligations.

It will also help provide a level of assurance to stakeholders that SRW is following appropriate guidelines as provided by bodies such as Department of Home Affairs, Office of the Victorian Information Commissioner and the Joint Cyber Security Centre.

As an operator of critical infrastructure and essential services, we are required to follow government cyber-security regulations and recommendations.

The Australian Cyber Security Centre (ACSC) developed a list of baseline mitigation strategies to assist organisations in protecting their systems against various cyber security incidents. The mitigation strategies, commonly known as The Essential Eight.

We have adopted the Essential Eight approach to manage our cyber security response.

In 2023, we engaged RSM to undertake an assessment of our cyber security strategy against the Essential Eight framework, finding that we were at Level One in five areas. As part of our cyber security uplift we have implemented initiatives designed to strengthen and improve SRW response with a view to achieving Maturity Level 1 across all eight areas.

We will further invest in cyber security outcomes in this corporate planning period, including a move to the Cloud and off-site storage solutions to provide greater data security.

## Risk management

SRW continues to enhance its enterprise risk management framework in alignment with the International Standard ISO 31000:2018 and requirements under the SoO.

Appropriate controls and treatments have been established to manage each risk. We review these on an ongoing basis.

Consequence assessment considers each risk against six themes:

- people
- financial sustainability
- reputation
- third party losses
- customers; and
- environment.

Risks are regularly reviewed and considered including potential new risks and occurrences. The Audit and Risk Committee is guided by the board and considers changes to our strategic business risks.

Risks are recorded in a comprehensive risk register. An annual risk review is conducted and presented to the board in June each year. Strategic risks are individually reviewed at board committee level throughout the year, allowing for a comprehensive presentation by risk owners and a thorough examination of the topic by the board committee.

An attestation by the Managing Director to each board meeting and to the Audit and Risk Committee, includes risk occurrence for the month, changes to individual risk ratings, changes to risk mitigation strategies and any emerging risks which may have been identified.

Our strategic business risks and primary controls are outlined in Appendix B.

# Capital expenditure overview

Our capital expenditure program has been informed by our 25-year capital plan and risk-based prioritisation of critical works to ensure we continue to deliver customer value through asset reliability and long-term water security. The program is funded by Southern Rural Water customers through our prices and tariffs and, in some cases through additional government grants.

The capital expenditure program includes increased investment in asset renewals and is based on our forecast, as of 1 March 2025, of capital expenditure for the next five years. The program assumes:

- no change to existing dam design standards, as set by the Australian National Committee on Large Dams (ANCOLD),
- no change to existing safety in design and construction standards and
- no natural disasters or other major unplanned incidents.

The proposed capital expenditure program defers low and moderate risk projects, which is consistent with our Price Submission 2023. Projects that will receive significant capital investment in 2025-26 are described below. Should an unplanned asset failure occur we would seek to reprioritise our capital expenditure program to address the business risk.

## Capital projects and programs 2025-2030

Project	Forecast (\$,000)	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Blue Rock isolating butterfly valve replacement	113	30	850				
*Blue Rock all abilities Pontoon	618						
BMID/WID Modernisation program	7,133						
Carbon Reforestation project	416	436	1,229	20	110		
Consultancy (Design, Asset Assessments, etc)	680	1,068	2,483	194			
Dam Safety program	2,087	2,604	1,275	579	48		
Eastern Storages switch board upgrade	216	1,430					
Electrical and Control upgrade	251	1,494	3,038	3,003	238		
Glenmaggie re-paint spillway gates	713	795	1,334	15			
GW&R meter replacement program	487	2,109	2,109	2,109			4,258
Headworks Renewals	1,330	2,585	2,240	4,329	6,131	9,828	
Irrigation Renewals	2,498	2,603	2,656	2,282	9,167	2,156	
Ladders & Walkway Compliance Program	131	1,193	1,669	726			
*Maffra Weir Fishway	89	5,184	5,125				
Melton Spillway left training wall upgrade	282	43	2,766				
MID Modernisation program	3,905	2,051					
MID Channel Reconstruction	335	350	2,660	2,459			
MID Regulator Replacement Program	1,638	2,230	1,411	1,902			
Main Southern Channel Tunnel No 5 refurbishment	389	1,690	1,427				



Main Southern Channel concrete flume upgrades	318	162	542	489	1,500	
Tools, Plant, Equipment & Spares	250	324	413	283		
WID Automation upgrade	130	2,265	327		7,542	
WID Automation - flow meter	977	381				
Workshop / Depot Upgrades	615	209	540	341		
Information & Communications Technology	2,023	2,331	1,570	1,762	3,104	1,723
Enterprise Resource Planning system	210	1,752	1,630	238		
<b>TOTAL</b>	<b>27,834</b>	<b>35,319</b>	<b>37,294</b>	<b>20,731</b>	<b>27,840</b>	<b>17,965</b>

*\*Bluerock all abilities pontoon and Maffra fishway are externally funded, not RAB funded.*

## Macalister irrigation

The MID Modernisation Phase 2 program will invest in further outlet modernisation works in winter 2025. This will see the completion of the MID Modernisation Phase 2 program.

The MID regulator renewal program, targeting critical asset renewals, will commence in winter 2025 and continue into the 2026 and 2027 winter work program. The program seeks to reduce in season asset failures to meet reliability targets.

The MID Main Southern Channel Tunnel No. 5 pipeline replacement works will commence in winter 2025 and continue in winter 2026. The project will reduce the risk of in season asset failure, ensuring service standards are maintained for customers that are supplied from the Main Southern Channel.

## Western irrigation

Flow meters will be installed in winter 2025 on the Werribee Irrigation District main supply pipelines to support accurate flow measurement and automated operations. Existing telemetry equipment will also be renewed to support automation and standardisation across our irrigation districts.

## Dams and storages

The Lake Glenmaggie gate painting project will repaint three of the 14 steel gates, which require periodic refurbishment of their protective coating to ensure they are kept in effective working order and to maximise asset life. The project is scheduled to commence in 2025, dependent on the storage level being low enough to facilitate the works.

At Maffra Weir, we will be working with the West Gippsland Catchment Management Authority and the Department of Energy, Environment and Climate Action to provide a fishway, while at Cowsarr Weir and Lake Blue Rock, electrical switch board upgrades will be delivered to improve safety and operational reliability.

Finally, a ladders and walkways safety upgrade program will commence with Lake Blue Rock and Cowsarr Weir ladder improvements in winter 2025. The program will extend over the remaining years of the 2023-28 regulatory period and include key improvements at our Headworks sites to reduce safety risks and to achieve compliance with current safety standards.

## Dam safety management

The dam safety management program will continue to deliver on compliance driven dam safety management requirements, including design reviews at Melton and Merrimu Reservoirs and planned risk assessments, dam break and consequence assessments. This will provide the necessary inputs for our planned portfolio risk assessment in 2027.

## Groundwater and rivers

We're investing in the replacement of 1,095 older style meters with 'Pattern Approved' meters. This will ensure we comply with the Victorian Non-Urban Water Metering Policy and improve access and reliability of metering for our Groundwater and Rivers teams.

## Technology transformation

SRW is undergoing a significant re-positioning of its technology services designed to unlock service value through technology and improved processes for customers and our people. The core drivers are directly aligned to our business strategy and our price submission. The transformation places data at the centre of our technology architecture and seeks to leverage new and emerging technologies to deliver:

- improved customer service,
- improved operating efficiencies,
- improved cyber-risk management and
- hardware redundancy uplift.

Our vision is for a technology enabled organisation delivering value to our customers through adoption of Artificial Intelligence, predictive analysis and other technology tools to generate efficiency and productivity.

To do this, we are looking to adopt a data-driven technology approach that identifies current architecture, future desired architecture and determines the requirements for the delivery of an Enterprise Resource Planning system.

## Improved customer service

Our customers have told us that improvements are required to enable efficient management of their accounts and the services that we provide. It is imperative that we continue to enhance our cyber security and provide a customer friendly service that enables access data and self-serve functions.

### Key programs include:

- Information management improvements, providing greater customer data security.
- Development of e-billing allowing opt-in access for our customers.
- Data management upgrade to facilitate more informed decision making.
- Application programming interface, allowing greater connectivity between SRW's operating systems.

- Enhanced digital services designed to improve productivity and the services we provide to our customers.
- Move to off-premises global storage solutions to provide greater data security.

## Establishing operating efficiencies

We will seek to achieve operating efficiencies through the implementation of software systems which are fit for purpose, modular, secure and flexible according to SRW's business needs.

We will continue to upgrade systems, deploy new and modern solutions and aligning processes to smarter operations, we will realise workforce efficiencies across several areas of our business.

### Key programs include:

- Updating our bulk entitlement management system.
- Implementing data-driven technology transformation plan (as described above)
- Reviewing and upgrading our operating systems and environment to ensure that we have the necessary software systems that facilitate productivity and business efficiencies.

# Macalister Irrigation District

## Overview

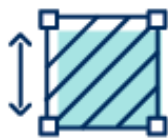
The Macalister Irrigation District (MID) is the largest irrigation district in southern Victoria. The district is considered one regulated system, situated around Maffra in central Gippsland and sources water from the Macalister River via Lake Glenmaggie and from the Thomson River via Cowwarr Weir.

The district has secure water supplies supplemented by good rainfall. The 10-year average inflows into the Glenmaggie storage that supply the district is 419,708 ML with a 10 year average of 123,838 ML delivered to customers annually in the MID.

The region has productive soils, a strong dairy sector and developing vegetable and cropping industries. Approximately 33,500 hectares are currently used for irrigation and of this 90 percent is under pasture. Estimates put annual economic contribution variably more than \$500 million per annum.

The irrigation season runs from 15 August to 15 May. On average we process up to 20,000 irrigation orders each season.

### MID at a glance



**54,753 ha**

District area



**503 km**

Length of channels



**84.5 km**

Length of pipes



**411 km**

Length of drains



**1,906**

Delivery outlets



**1,140**

Customers (irrigation and stock and domestic)



**159,714 ML**

High reliability water shares



**76,348 ML**

Low reliability water shares



**1,416 ML/day**

Delivery shares

## Service measures

The table below details our service measures for the MID.

### MID service measures

Customers	Output	Measure	25-26	26-27	27-28
Reliable water supply					
<b>Districts</b>	Orders delivered at time agreed	Percentage of all orders delivered on day that was confirmed	95%	95%	95%
<b>MID</b>	Orders delivered without interruption	Total number of unplanned disruptions of 10+ days	0	0	0
Sustainable water					
<b>All</b>	Investigation of unauthorised use	Percentage of all reported/observed incidents investigated within one week	100%	100%	100%
<b>MID</b>	Release of additional water entitlements	Megalitres of permanent water offered for sale, but with any sale subject to the reserve being reached	1000	1000	1000
<b>MID</b>	Delivery efficiency	Percentage of water released that is delivered to customers	90%	90%	90%
Great service					
<b>MID</b>	Drains - MID	Number of rainfall events at a frequency of more than 1:50 resulting in complaints of water being on properties for more than 24 hours	3	2	1

## Pricing

We set prices annually to reflect our operating and capital budgets.

Our prices for 2025-26 are consistent with the pricing principles and constraints proposed in our Price Submission 2023.

In addition to the operating and capital costs of running the irrigation district MID prices must also contribute to costs of operating storages to harvest and release water.

The costs of managing the dams are shared in accordance with bulk entitlements, with MID customers contributing to just over 91 percent of the costs of Lake Glenmaggie.

More information on our storage operation function is included later in this plan and our full tariff schedule is detailed in the Appendices.

We also collect application fees on behalf of the Victorian Water Register (VWR) for transactions relating to water shares and allocations.

The following tables set out our prices and provides indicative bill impacts for small, medium and large customers in the MID.

### MID prices

Tariff Description (average increase of 1.5% per annum) + CPI	Units	2024-25	2025-26	2026-27
High reliability water share	ML WR	\$16.57	17.24	18.11
Low reliability water share	ML WR	\$8.29	8.62	9.06
Delivery share	ML/day	\$6,581.19	6,846.90	7,192.84
MID service point - metered outlet	Point	\$259.13	269.60	283.22
Macalister/Thomson/MID service point - metered pump	Point	\$135.27	140.74	147.85
Macalister/Thomson/MID service point - unmetered	Point	\$60.50	62.94	66.12
Standard usage	ML	\$11.36	11.82	12.42
MID casual use	ML	\$66.90	69.60	73.12
MID drainage diversion entitlement and sales	ML	\$23.97	24.94	26.20
Salinity mitigation	ML	\$0.74	0.77	0.80
MID delivery share - termination fee	Each	\$98,718	\$102,704	\$107,893
Pre-application fee	\$/hour	\$160.53	\$170.50	\$176.47
Site visit	\$/hour	\$160.53	\$170.50	\$176.47
Peer review	Each	At cost	At cost	At cost
Advertising fee	Each	At cost	At cost	At cost

## MID bill impacts

	2024-25	2025-26	Bill change
	qty	charge	charge
			%
<b>Small customer</b>			
High reliability water share (ML)	5.0	\$83	\$86
Low reliability water share (ML)	2.5	\$21	\$22
Delivery share (ML/day)	0.058	\$378	\$394
Service point - metered outlet (each)	1	\$259	\$270
Usage (ML)	5.0	\$57	\$59
Salinity mitigation (ML)	5.0	\$4	\$4
		<b>\$802</b>	<b>\$834</b>
			<b>4.0%</b>
<b>Medium customer</b>			
High reliability water share (ML)	50.0	\$829	\$862
Low reliability water share (ML)	25.0	\$207	\$216
Delivery share (ML/day)	0.575	\$3,784	\$3,937
Service point - metered outlet (each)	1	\$259	\$270
Usage (ML)	50.0	\$568	\$591
Salinity mitigation (ML)	50.0	\$37	\$39
		<b>\$5,684</b>	<b>\$5,914</b>
			<b>4.0%</b>
<b>Large customer</b>			
High reliability water share (ML)	250.0	\$4,143	\$4,310
Low reliability water share (ML)	125.0	\$1,036	\$1,078
Delivery share (ML/day)	2.875	\$18,921	\$19,685
Service point - metered outlet (each)	3	\$777	\$809
Usage (ML)	250.0	\$2,840	\$2,955
Salinity mitigation (ML)	250.0	\$184	\$193
		<b>\$27,901</b>	<b>\$29,029</b>
			<b>4.0%</b>
<b>Medium river water customer</b>			
High reliability water share (ML)	50.0	\$829	\$862
Low reliability water share (ML)	25.0	\$207	\$216
Service point - metered pump (each)	1	\$259	\$270
Usage (ML)	50.0	\$568	\$591
Salinity mitigation (ML)	50.0	\$37	\$39
		<b>\$1,900</b>	<b>\$1,977</b>
			<b>4.1%</b>



# Werribee Irrigation District

## Overview

The Werribee Irrigation District (WID) is one of Victoria's prime horticulture regions located on Melbourne's doorstep at Werribee South in the estuarine flood plain of the Werribee River.

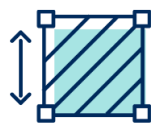
The WID supplies a large proportion of Victoria's vegetable supply and specialises in the production of green leafy vegetables, most notably broccoli, lettuce and cauliflower, with a farm gate value more than \$187 million per year. The WID employs approximately 660 people.

Water supply to the WID consists of river water, groundwater and Class A recycled water sourced from Melbourne Water's Western Treatment Plant. We can also supply additional water which was purchased in 2016 from the Thomson drought reserve.

River water for the WID is harvested from reservoirs on tributaries to the Werribee River and on the Werribee River itself. These reservoirs also hold entitlements for the Bacchus Marsh Irrigation District and for Greater Western Water.

Stage 5 of the WID modernisation program was completed this year. The work included replacement of an inefficient channel-based irrigation network with a modern, automated pipeline to support on-farm productivity. The project was estimated to result in savings in the order of 1,350 megalitres of water per year and an increase of \$1.8 million in farm gate value per year for the region.

### WID at a glance



**2,981 ha**

District area



**2.9 km**

Length of channels



**49 km**

Length of pipes



**64 km**

Length of drains



**268**

Delivery outlets



**530**

Entitlements



**9,493 ML**

High reliability  
water shares



**4,517 ML**

Low reliability  
water shares



**144 ML/day**

Delivery shares



**6,740 ML**

Recycled water customer  
contracted volume

## Service measures

The table below details our service measures and targets for the WID.

### WID service measures

Customers	Output	Measure	25-26	26-27	27-28
Reliable water supply					
Districts	Orders delivered at time agreed	Percentage of all orders delivered on day that was confirmed	95%	95%	95%
WID	Orders delivered without interruption	Total number of unplanned disruptions of 3+ days	1	0	0
WID	Quality water supplied	Number of times p/a that recycled water cannot be supplied for 5 consecutive days due to high salinity ( $\geq 1,800$ ) or blue green algae	2	2	2
All	Investigation of unauthorised use	Percentage of all reported/observed incidents investigated within 1 week	100%	100%	100%
WID	Release of additional water entitlements	Megalitres of permanent water offered for sale, but with any sale subject to the reserve being reached	0	0	0
WID	Delivery efficiency	Percentage of water released that is delivered to customers	85%	85%	85%
WID	Drains – WID	For rainfall events at a frequency of more than 1:50, resulting in complaints of water being on properties for more than 24 hours	3	2	1

## Pricing

We set prices annually to reflect our operating and capital budgets.

Our prices for 2025-26 are consistent with the pricing principles and constraints proposed in our Price Submission 2023.

In addition to the operating and capital costs of running the irrigation district, WID prices must also contribute to costs of operating storages to harvest and release water.

The costs of managing the dams are shared in accordance with bulk entitlements and for the WID the shares are:

- 70.4% of Pykes Creek
- 71.3% of Melton
- 14.3% of Merrimu
- 7.13% of Lerderderg diversion

More information on our storage operation function is provided later in this plan and our full tariff schedule is detailed in the Appendices.

We also collect application fees on behalf of the VWR for transactions relating to water shares and allocations.

The following tables set out our prices and provides indicative bill impacts for small, medium and large customers in the WID.

### WID prices

Tariff Description (average annual increase of 1%) + CPI	Unit	2024-25	2025-26	2026-27
High reliability water share	ML WR	\$153.65	\$156.32	\$163.00
Low reliability water share	ML WR	\$76.83	\$78.16	\$81.50
Delivery share	ML/day	\$18,846.60	\$19,671.00	\$20,563.08
WID service point - metered outlet	Point	\$287.33	\$297.46	\$310.95
Werribee system/WID service point - metered pump	Point	\$143.94	\$149.02	\$155.78
Werribee system/WID service point - unmetered	Point	\$71.83	\$74.36	\$77.73
WID Casual Use	ML	\$292.99	\$303.32	\$317.08
Recycled water contracted volume	ML	\$424.00	\$434.00	\$450.00
WID recycled water sales	ML	\$339.00	\$347.00	\$359.00
WID recycled water uncontracted use	ML	\$789.00	\$808.00	\$836.00
WID Delivery share - termination fee	Each	\$282,699	\$295,065	\$308,446
Pre-application fee	\$/hour	\$160.53	\$170.50	\$176.47
Site visit	\$/hour	\$160.53	\$170.50	\$176.47
Peer review	Each	At cost	At cost	At cost
Advertising fee	Each	At cost	At cost	At cost

## WID bill impacts

		2024-25	2025-26	Bill change
	qty	charge	charge	%
<b>Small customer</b>				
High reliability water share (ML)	5.0	\$768	\$782	
Low reliability water share (ML)	2.5	\$192	\$195	
Delivery share (ML/day)	0.078	\$1,461	\$1,525	
Service point - metered outlet (each)	1	\$287	\$297	
		<b>\$2,708</b>	<b>\$2,799</b>	<b>3.3%</b>
<b>Medium customer</b>				
High reliability water share (ML)	50.0	\$7,683	\$7,816	
Low reliability water share (ML)	25.0	\$1,921	\$1,954	
Delivery share (ML/day)	0.775	\$14,606	\$15,245	
Service point - metered outlet (each)	1	\$287	\$297	
		<b>\$24,497</b>	<b>\$25,312</b>	<b>3.3%</b>
<b>Large customer</b>				
High reliability water share (ML)	100.0	\$15,365	\$15,632	
Low reliability water share (ML)	50.0	\$3,841	\$3,908	
Delivery share (ML/day)	1.55	\$29,212	\$30,490	
Service point - metered outlet (each)	2	\$575	\$595	
		<b>\$48,993</b>	<b>\$50,625</b>	<b>3.3%</b>
<b>Large recycled water customer</b>				
High reliability water share (ML)	100.0	\$15,365	\$15,632	
Low reliability water share (ML)	50.0	\$3,841	\$3,908	
Delivery share (ML/day)	1.55	\$29,212	\$30,490	
Service point - metered outlet (each)	2	\$575	\$595	
Recycled water	100.0	\$13,744	\$14,229	
		<b>\$62,738</b>	<b>\$64,854</b>	<b>3.4%</b>

# Bacchus Marsh Irrigation District

## Overview

The Bacchus Marsh Irrigation District (BMID) is located north-west of Melbourne on a fertile flood plain of the Werribee and Lerderderg rivers. The district specialises in the production of apples, strawberries, broccoli and high quality green leafy vegetables such as spinach, speciality lettuce and other salad greens.

We also provide water for sand-washing to several major quarries supplying the construction industry and for irrigation of community recreational facilities.

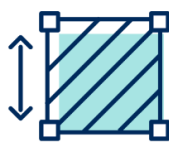
Current estimates indicate that around \$120 million of economic activity is generated per year. The BMID supports approximately 430 full-time jobs.

There is a small volume of licensed groundwater and river water is supplied from Pykes Creek Reservoir.

Modernisation works have changed the way water is supplied to customers. Approximately 90 percent of the district is now supplied via a pump station on the Werribee River at the Maddingley Weir. The BMID has been completely piped with the last open channels replaced in 2023.

Replacement of the channels has reduced water losses through leaks, evapotranspiration and improved pressure in the system.

### BMID at a glance



**1,368 ha**

District area



**75 ML/day**

Delivery shares



**44 km**

Length of pipes



**155**

Delivery outlets



**274**

Entitlements



**4,163 ML**

High reliability  
water shares



**1,973 ML**

Low reliability  
water shares

## Service measures

The table below details our service measures and targets for the BMID.

### BMID service measures

Customers	Output	Measure	25-26	26-27	27-28
<b>Reliable water supply</b>					
<b>Districts</b>	Orders delivered at time agreed	Percentage of all orders delivered on day that was confirmed	95%	95%	95%
<b>BMID</b>	Orders delivered without interruption	Total number of unplanned disruptions of 3+ days	1	0	0
<b>Sustainable water</b>					
<b>All</b>	Investigation of unauthorised use	Percentage of all reported/observed incidents investigated within 1 week	100%	100%	100%
<b>BMID</b>	Release of additional water entitlements	Megalitres of permanent water offered for sale, but with any sale subject to the reserve being reached	0	0	0
<b>WID</b>	Delivery efficiency	Percentage of water released that is delivered to customers	85%	85%	85%
<b>Bulk entitlements</b>	Environmental flows delivered	Percentage of orders delivered	100%	100%	100%

## Pricing

We set prices annually to reflect our operating and capital budgets. Our prices for 2025-26 are consistent with the pricing principles and constraints proposed in our Price Submission 2023.

In addition to the operating and capital costs of running the irrigation district BMID prices must also contribute to costs of operating storages to harvest and release water.

The costs are shared in accordance with bulk entitlements and for the BMID the shares are:

- 28.3% of Pykes Creek
- 28.7% of Melton
- 5.7% of Merrimu
- 2.9% of Lerderderg diversion.

More information on our storage operation function for the Werribee and Maribyrnong systems is included later in this Plan and our full tariff schedule is detailed in the Appendices.

We also collect application fees on behalf of the VWR for transactions relating to water shares and allocations.

The following tables set out our prices and provides indicative bill impacts for small, medium and large customers in the BMID.

### BMID prices

Tariff Description (average annual increase of 0%) + CPI	Unit	2024-25	2025-26	2026-27
High reliability water share	ML WR	\$153.65	\$156.32	\$163.00
Low reliability water share	ML WR	\$76.83	\$78.16	\$81.50
Delivery share	ML/day	\$14,350.14	\$14,643.00	\$15,155.51
BMID service point - metered outlet	Point	\$259.41	\$265.89	\$275.20
BMID service point - metered pump	Point	\$129.70	\$132.95	\$137.60
BMID service point - unmetered	Point	\$66.23	\$67.88	\$70.26
BMID Casual Use	ML	\$325.64	\$333.78	\$345.46
BMID delivery share - termination fee	Each	\$215,252	\$219,645	\$227,333
Pre-application fee	\$/hour	\$160.53	\$170.50	\$176.47
Site visit	\$/hour	\$160.53	\$170.50	\$176.47
Peer review	Each	At cost	At cost	At cost
Advertising fee	Each	At cost	At cost	At cost



**BMID bill impacts**

		2024-25	2025-26	Bill change
	qty	charge	charge	%
<b>Small customer</b>				
High reliability water share (ML)	5.0	\$768	\$782	
Low reliability water share (ML)	2.5	\$192	\$195	
Delivery share (ML/day)	0.0925	\$1,327	\$1,354	
Service point - metered outlet (each)	1	\$259	\$266	
		<b>\$2,547</b>	<b>\$2,597</b>	<b>2.0%</b>
<b>Medium customer</b>				
High reliability water share (ML)	25.0	\$3,841	\$3,908	
Low reliability water share (ML)	12.5	\$960	\$977	
Delivery share (ML/day)	0.4625	\$6,637	\$6,772	
Service point - metered outlet (each)	1	\$259	\$266	
		<b>\$11,698</b>	<b>\$11,923</b>	<b>1.9%</b>
<b>Large customer</b>				
High reliability water share (ML)	100.0	\$15,365	\$15,632	
Low reliability water share (ML)	50.0	\$3,841	\$3,908	
Delivery share (ML/day)	1.85	\$26,548	\$27,090	
Service point - metered outlet (each)	2	\$519	\$532	
		<b>\$46,273</b>	<b>\$47,161</b>	<b>1.9%</b>

# Groundwater and rivers

## Overview

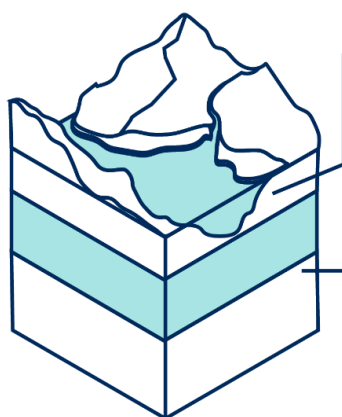
We manage groundwater and rivers licences and manage and monitor the use of water from unregulated rivers and groundwater in southern Victoria. It is also responsible for licensing the construction of bores and farm dams and preparing Information Statements. On average, the team process around 4,000 applications per year.

Our team undertake site inspections, meter reading and maintenance as well as compliance activities. We also monitor river flow conditions and manage water access through rosters and restrictions during dry periods in accordance with established rules to support equitable access to water and protect environmental values.

We engage with customers on a regular basis to assist with accessing groundwater and surface water via trades or new entitlement along with advice on required works and licencing requirements. In 2024, SRW piloted a groundwater traderoom in partnership with Water Partners to help facilitate trades more effectively for our customers. Alongside licensing and compliance operational activities, we also support broader water management projects and government reform initiatives.

Licence holders on the Latrobe and Maribyrnong systems contribute to costs of operating storages to harvest and release water at Blue Rock Lake on the Latrobe River and Rosslynne Reservoir on the Maribyrnong River. The costs are shared in accordance with bulk entitlements and, in the case of Blue Rock Lake, also includes a pro-rata apportionment of the drought reserve, which was established through the Bulk Entitlement Order 2013 and set aside a proportion of water to enable consumptive users the ability to access water during droughts. The shares are 2.59 percent of Blue Rock for the Latrobe system and 4.5 percent of Rosslynne for the Maribyrnong system.

### Groundwater and rivers at a glance



**174,831 ML** Volume of surface water take and use entitlements

**4,193** Number of surface water take and use licences

**387,273 ML** Volume of groundwater entitlements

**4,254** Number of groundwater licences



**3,241**  
Number of surfacewater registration (dam) licences



**81,054 ML**  
Volume of surfacewater registration (dam) licences

## Service measures

The table below details our service measures and targets for processing applications and for promoting trade in unregulated systems.

### Groundwater and rivers service measures

Customers	Output	Measure	25-26	26-27	27-28
<b>Sustainable water</b>					
<b>All</b>	Investigation of unauthorised use	Percentage of all reported/observed incidents investigated within 1 week	100%	100%	100%
<b>Great service</b>					
<b>G&amp;R</b>	Applications completed within set timeframes	Applications that do not require public notification completed within: allocation trades, divide a water share, take and use licences: 3 days licence transfers, water share transfers, information statements, subdivisions: 7 days farm dam licences: 60 days	90%	90%	90%

## Pricing

We set prices annually to reflect our operating and capital budgets.

Our prices for 2025-26 are consistent with the pricing principles and constraints proposed in our Price Submission 2023 – this means no change to prices.

Our full tariff schedule is detailed in the Appendices.

We also collect application fees on behalf of the VWR for transactions relating to water shares and allocations.

The following tables below lists the major prices for our groundwater and rivers customers.

### Groundwater and rivers prices

Tariff Description (average annual increase of 0% + CPI)	Unit	2024-25	2025-26	2026-27
<b>Licence charges</b>				
Take and use licence	Each	\$418.90	\$429.38	\$444.41
Operating licence - decontamination bore and hazardous dam	Each	\$271.13	\$277.91	\$287.64
<b>Licensed volume charges</b>				
Surface water licensed volume and sales - standard	ML	\$13.47	\$13.81	\$14.29
Surface water licensed volume - offstream winterfill	ML	\$9.43	\$9.67	\$10.00
Aquaculture diversion rate	ML	\$88.99	\$91.21	\$94.40
Groundwater licensed volume	ML	\$4.60	\$4.72	\$4.89
<b>System management charges</b>				
Surface water - Thorpdale	ML	\$10.76	\$11.02	\$11.41
Surface water - Latrobe system	ML	\$12.97	\$13.30	\$13.77
Surface water - Maribyrnong	ML	\$57.93	\$59.38	\$61.46
Groundwater - Deutgam	ML	\$30.83	\$31.60	\$32.71
Salinity mitigation	ML	\$0.74	\$0.77	\$0.80
<b>Administrative charges</b>				
Pre-application fee (per hour)	\$/hour	\$160.53	\$170.50	\$176.47
Site visit (per hour)	\$/hour	\$160.53	\$170.50	\$176.47
Peer review	Each	At cost	At cost	At cost
Advertising fee	Each	At cost	At cost	At cost

### Surface water bill impacts

		2024-25	2025-26	Bill change
	qty	charge	charge	%
<b>Small customer</b>				
Licence charge (each)	1.0	\$418.90	\$429.38	
Volumetric charge (ML)	5.0	\$67.35	\$69.05	
		<b>\$486.26</b>	<b>\$498.43</b>	<b>2.5%</b>
<b>Medium customer</b>				
Licence charge (each)	1.0	\$418.90	\$429.38	
Volumetric charge (ML)	50.0	\$673.53	\$690.50	
		<b>\$1,092.43</b>	<b>\$1,119.88</b>	<b>2.5%</b>
<b>Large customer</b>				
Licence charge (each)	1.0	\$418.90	\$429.38	
Volumetric charge (ML)	200.0	\$2,694.12	\$2,762.00	
		<b>\$3,113.02</b>	<b>\$3,191.38</b>	<b>2.5%</b>

### Groundwater bill impacts

		2024-25	2025-26	Bill change
	qty	charge	charge	%
<b>Small customer</b>				
Licence charge (each)	1.0	\$418.90	\$429.38	
Volumetric charge (ML)	5.0	\$23.00	\$23.60	
		<b>\$441.91</b>	<b>\$452.98</b>	<b>2.5%</b>
<b>Medium customer</b>				
Licence charge (each)	1.0	\$418.90	\$429.38	
Volumetric charge (ML)	150.0	\$690.11	\$708.00	
		<b>\$1,109.01</b>	<b>\$1,137.38</b>	<b>2.5%</b>
<b>Large customer</b>				
Licence charge (each)	1.0	\$418.90	\$429.38	
Volumetric charge (ML)	300.0	\$1,380.22	\$1,416.00	
		<b>\$1,799.12</b>	<b>\$1,845.38</b>	<b>2.5%</b>

## Application fees

We charge application fees for a range of different transactions in relation to water licences and works licences (bores and dams). Overall, our application fees will not increase more than CPI.

The table below lists the most common fees.

Our full tariff schedule is detailed in the Appendices.

### Common application fees

Tariff Description (average annual increase of 0% + CPI)	Unit	2024-25	2025-26	2026-27
Construct, alter or decommission class A or B bore	Each	\$546.67	\$560.33	\$579.94
Transfer of licence (repeat temporary transfer or sale of property)	Each	\$149.11	\$152.84	\$158.19
Information statement	Each	\$136.66	\$140.08	\$144.98

# Latrobe bulk entitlements

## Overview

SRW is the appointed storage manager for the Latrobe River basin. Our role is to harvest, store and release water on behalf of entitlement holders. This involves managing large and complex infrastructure including dam walls, embankments, spillways and associated mechanical and electrical equipment.

We manage infrastructure at Blue Rock Lake, Lake Narracan and Yallourn Weir on behalf of Gippsland Water and the Latrobe Valley power companies. A small share of entitlement from Blue Rock Lake is held by SRW for downstream licence holders and the Department of Treasury and Finance is the custodian for water entitlements issued to the former State Electricity Commission of Victoria. Blue Rock Lake also holds an environmental entitlement and a drought reserve.

The table shows the entitlement shares on the Latrobe system:

### Latrobe system entitlements

Entitlements	Blue Rock	Narracan and Yallourn
Gippsland Water	17.08%	
Yallourn power station (held by Energy Australia)	15.72%	29.94%
Loy Yang A power station (held by AGL Loy Yang Partnership)	17.22%	32.80%
Loy Yang B power station (licensed by SRW)	8.61%	16.40%
Loy Yang 3-4 Bench (held by Minister for Water)	10.95%	20.86%
Irrigation (licensed by SRW)	2.10%	
Environmental entitlement	9.45%	
Drought reserve	18.87%	



## Service measures

Maximising the accuracy of water release helps us to minimise water losses. We measure performance as the percentage of time the released flow is within defined limits of the ordered flow. Our target is 100 percent compliance with the bulk entitlement order.

### Latrobe system service measures

Customers	Output	Measure	25-26	26-27	27-28
<b>Reliable water supply</b>					
<b>Bulk entitlements</b>	Orders delivered	Orders delivered as per bulk entitlement order	100%	100%	100%
<b>Sustainable water</b>					
<b>All</b>	Investigation of unauthorised use	Percentage of all reported/observed incidents investigated within 1 week	100%	100%	100%
<b>Bulk entitlements</b>	Environmental flows delivered	Percentage of orders delivered	100%	100%	100%
<b>All</b>	Complaints managed quickly	Percentage of all complaints responded to within 10 business days	95%	95%	95%
<b>Community value</b>					
<b>Bulk entitlements</b>	Environmental flows	Environmental flows are released in accordance with bulk entitlements obligations	100%	100%	100%
<b>Bulk entitlements</b>	Headworks management	Percentage of times obligations are met	95%	95%	95%

## Charges

Charges for the Latrobe storage operation are based on the cost reimbursement arrangements set by the bulk entitlement agreements determined by the Victorian Government. These tariffs are designed to fully recover our costs of managing these systems. Costs are shared in proportion to the entitlements held in the systems (excluding the Blue Rock drought reserve).

The costs of providing and maintaining recreational facilities at our eastern storages are charged to Gippsland Water (96 percent) and MID customers (four percent).

Costs associated with renewal and upgrade works at Yallourn and Narracan are treated as recoverable works and charged to the power generators as incurred.

# Werribee and Maribyrnong bulk entitlements

## Overview

SRW is the appointed storage manager for dams on the Werribee and Maribyrnong river systems. Our role is to harvest, store and release water on behalf of entitlement holders. This involves managing large and sophisticated infrastructure including dam walls, embankments, spillways and associated mechanical and electrical equipment.

We manage the Pykes Creek, Melton and Merrimu reservoirs on the Werribee system that also includes diversion weirs and tunnels to divert water, from the Werribee River into Pykes Creek Reservoir and from the Lerderderg River into Merrimu Reservoir via Goodmans Creek. This system provides water for Greater Western Water and for our Werribee and Bacchus Marsh irrigation districts. There is also an environmental entitlement to the flows into Merrimu Reservoir.

On the Maribyrnong River we manage Rosslynne Reservoir which holds entitlements for Greater Western Water, Melbourne Water and for SRW on behalf of downstream licence holders.

### Werribee and Maribyrnong system entitlements

Entitlements	Pykes Creek	Melton	Merrimu Capacity	Merrimu inflows	Rosslynne
Greater Western Water	1%	0%	80%	80%	86%
Melbourne Water	0%	0%	0%	0%	9.5%
SRW	99%	100%	20%	10%	4.5%
Environmental entitlement	0%	0%	0%	10%	0%

## Service measures

To maximise seasonal allocations for customers it is important water harvest is maximised in our off-stream storages at Pykes Creek and Merrimu Reservoirs (other major storages are on-stream so harvest performance does not apply).

Our target is 100 percent compliance with the bulk entitlement order.

### Werribee and Maribyrnong service measures

Customers	Output	Measure	25-26	26-27	27-28
Bulk entitlements	Orders delivered	Orders delivered as per bulk entitlement order	100%	100%	100%
All	Investigation of unauthorised use	Percentage of all reported/observed incidents investigated within 1 week	100%	100%	100%
Bulk entitlements	Environmental flows delivered	Percentage of orders delivered	100%	100%	100%
Bulk entitlements	Environmental flows	Environmental flows are released in accordance with bulk entitlements obligations	100%	100%	100%
Bulk entitlements	Headworks management	Percentage of times obligations are met	95%	95%	95%

## Charges

Charges for the Werribee and Maribyrnong storage operations are based on cost reimbursement arrangements set by bulk entitlement agreements determined by the Victorian Government. These tariffs are designed to fully recover our costs of managing these systems. Costs are shared in proportion to the entitlements held in the systems.

The Werribee environmental entitlement is not a chargeable entitlement under the terms by which it was created and so the costs for securing inflows to Merrimu are shared by Greater Western Water and SRW in proportion to their respective shares.

The costs of providing and maintaining recreational facilities at our western storages are charged to Greater Western Water.

## Appendix C: Acronyms

Acronym	
<b>AI</b>	Artificial Intelligence
<b>ANCOLD</b>	Australian National Committee on Large Dams
<b>BMID</b>	Bacchus Marsh Irrigation District
<b>CPI</b>	Consumer Price Index
<b>DEECA</b>	Department of Energy, Environment and Climate Action
<b>EMS</b>	Environmental Management System
<b>ICT</b>	Information Communication Technology
<b>IT</b>	Information Technology
<b>LoE</b>	Letters of Expectation
<b>ML</b>	Megalitre
<b>MID</b>	Macalister Irrigation District
<b>RMP</b>	Risk Management Plans
<b>SoO</b>	Statement of Obligations
<b>SRW</b>	Southern Rural Water
<b>VEWH</b>	Victorian Environmental Water Holder
<b>VWR</b>	Victorian Water Register
<b>WID</b>	Werribee Irrigation District