



LOWER MURRAY  
WATER

# OUR CORPORATE STRATEGY

# ACKNOWLEDGEMENT OF COUNTRY



Lower Murray Water acknowledges the Traditional Owners of the land on which we work and reside. We recognise their continuing connection to land, waterways, and community.

We pay our respects to Elders past, present and future. The Traditional Owner groups within Lower Murray Water's service region lie within the traditional lands of First Nations Peoples, from upstream at Koondrook moving downstream along the Murray River (Mil) through to the western edge of our region at the South Australian border.

They are the Barapa Barapa Peoples, Wemba Wemba Peoples, Wadi Wadi Peoples, Tatti Tatti Peoples, Latji Latji Peoples, Nyeri Nyeri Peoples, Ngintait Peoples and the Wergaia Peoples.

The First Nation Peoples' connection to land and water is the living cultural knowledge that is passed down from generation to generation. The stories that connected the ancestors to their culture still live through the First Nations Peoples of today.'

Acknowledgement of Country written by Stephanie Sloane.

*Stephanie works at LMW as a Diversity and Inclusion Officer. She is a proud Ngiyampa woman and has a strong connection to her culture, history and the land. Stephanie has brought not only her experience and passion for people to this role but also a commitment to inspire and mentor others wishing to pursue a career at LMW.*

# INTRODUCTION

## OUR VISION IS A THRIVING FUTURE WHERE WATER SUSTAINS PEOPLE, NOURISHES LAND, AND ENABLES PROSPERITY.

Water is at the heart of our region. It supports healthy communities, sustains ecosystems, and enables the productive landscapes that feed, supply and connect us. From homes and towns to industry and environment, water is essential to the way we live and to the future we are building together.

Our purpose is clear: *to realise the full value of water for healthy people and productive landscapes.*

We know that the decisions we make today shape the region's long-term sustainability and prosperity, especially as we navigate increasingly complex conditions. Climate pressures, regulatory changes, emerging technologies and shifting service expectations are all reshaping how we deliver value.

This rolling strategy is a living commitment that enables us to stay focused on what matters, while remaining agile in the face of change. We are constantly scanning the horizon for emerging risks and opportunities that enable better ways of working. This strategy helps us move forward with clarity, and agility to respond quickly when needed and plan with confidence for the long term.

Our strategy is structured around four key commitments that LMW will make to realise our vision:

- Empowered people and systems
- Community connections and partnerships
- Ready for the future, delivering today
- Building a safe, sustainable future

Each commitment reflects the foundation needed to deliver on our purpose – strong systems, capable people, genuine partnerships, reliable services and a deep commitment to sustainability and safety.

To effectively implement this strategy and bring our vision to life, we will develop and utilise action plans. These plans are designed to drive clear, measurable progress toward our objectives. They bridge the gap between daily operations and long-term aspirations, ensuring we make consistent progress even as our operating environment changes

We invite our communities, customers, and partners to join us on our journey to a thriving future where water sustains people, nourishes land and enables prosperity.

# A NEW WAY OF THINKING

This strategy marks a deliberate shift in how we think, plan and act.

It reflects a transition from traditional, static planning toward a more dynamic and adaptive approach; one that is better suited to the complexity and pace of change in our operating environment. Rather than working to a fixed blueprint, we are focusing on clarity of direction, readiness to act and flexibility to adapt as our context evolves.

Importantly, this strategy isn't just words on a page. We've backed it with a robust implementation approach, strong internal ownership and performance tracking that links directly to strategic intent. We'll monitor progress, review and communicate regularly and adjust as needed to stay on course.





# DRIVERS FOR CHANGE

## **Our community is changing**

Our customers and our communities now expect more from their water provider: clearer communication, timely service, and fair access. When customers face greater financial and social pressure, the ripple effect on the community is immense. Our strategy puts the prosperity of our region at the center of what we do, ensuring our social licence remains strong. Customers and communities expect active partnership, shared decision-making and transparency beyond basic service delivery.

## **Environmental change is shaping how we operate**

Increasing effects of climate change are putting pressure on our assets and systems. New regulations require us to reduce emissions, manage waste and use resources more sustainably. We must think differently about how we build infrastructure and processes that are resilient, compliant and adaptable, so we can continue to deliver reliable services as conditions change.

## **Costs are rising**

The cost of maintaining a resilient water services business is increasing, influenced by pressures from multiple angles. Meanwhile, expectations for service reliability, safety and sustainability continue to grow amidst broader economic pressures impacting our customers, businesses and stakeholders. Our strategy focuses on improving the way we plan, invest and make decisions to remain financially sustainable.

## **Growing regulatory complexity**

Regulatory requirements are increasing, and the pace of policy is accelerating. At the same time, community expectations around transparency and accountability are ever-increasing. We are strengthening our systems, leadership and teams to respond with confidence, shape the regional agenda and stay ahead of compliance demands.

## **Our infrastructure is ageing and under pressure**

Parts of our network are nearing the end of their life. Concurrently, our population is changing, placing new demands on old systems. We are stepping up our asset planning and investing in smarter, more flexible infrastructure that will support the region's future.

## **Accelerating digital shift**

The rise of AI, automation and data-driven systems is changing how organisations plan, operate and serve. These technologies are enabling faster decisions, smarter asset management and more tailored customer experiences. To stay relevant, effective, and to protect our customers' data, we're investing in digital tools that improve performance and give our people and customers the information they need to respond quickly and with confidence.

## **The way we work is evolving**

Organisations need to be more agile, able to shift direction, respond quickly and make decisions with confidence. This shift is being driven by changing workforce expectations, new ways of working, and the need for greater adaptability across systems and teams. We're building a workplace that supports flexibility, leadership, and the capability to keep pace with change.

# OUR STRATEGY

## VISION

A thriving future where water sustains people, nourishes land and enables prosperity.

## PURPOSE

To realise the full value of water for healthy people and productive landscapes.



## Our Values

DELIVER

GROW

RESPECT

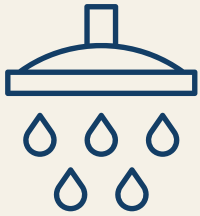
COLLABORATE

SAFE WORK  
DONE WELL

## WHO WE ARE



Deliver water to  
**35,000**  
households



**14** townships  
supplied with  
urban water

**9** water  
treatment  
plants



**9** wastewater  
treatment  
plants



Deliver raw water  
and manage licensing  
to over **5,000** rural  
customers



Maintain **2,000km** of  
pipeline supplying  
water to our urban  
and rural customers



Provide wastewater  
services to **11** towns

# EMPOWERED PEOPLE AND SYSTEMS

We cultivate a thriving, supportive workplace where people are encouraged to grow, take initiative, and feel a strong sense of purpose. Backed by smart systems and technology, we are prepared to proactively respond to change, optimise our resources, and achieve sustainable outcomes.

When our people thrive, our organisation thrives and together we are better positioned to shape resilient communities.

Key focus  
areas

**EMPOWERED  
PEOPLE**

**SUSTAINABLE  
AND RESILIENT**





# EMPOWERED PEOPLE

We create a workplace where our people feel supported, valued, and inspired to grow. By investing in development and wellbeing, we retain great talent and build a thriving, future-ready workforce.

## PEOPLE FEEL SUPPORTED

### This means...

- » We provide clear accessible support resources to help our people thrive
- » We actively identify and reduce risks that could impact our people's wellbeing
- » Our culture is inclusive, built on trust, recognises contributions and encourages growth

## PEOPLE STAY AND GROW

### This means...

- » Our people stay because they're valued, developed and heard
- » We invest in long-term career growth by understanding and leveraging the workforce's capabilities and future requirement

## PEOPLE ARE READY FOR THE FUTURE

### This means...

- » We provide clear pathways for development and the tools to succeed
- » We are agile and future-fit, equipping people with the skills and support to lead through change.
- » Our leadership capability is strategically aligned, and performance standards are clearly defined, and met

# SUSTAINABLE AND RESILIENT

We build a strong, future-ready organisation by remaining financially sustainable, using data wisely, and embracing technology. This ensures we can adapt to change and continue delivering value in the face of evolving challenges.

## FINANCIALLY SUSTAINABLE

This means...

- » We align financial planning with a deep understanding of our resource requirements, financial stewardship and service delivery priorities to deliver sustainable value in a timely manner
- » Our innovation drives new revenue and cost reduction opportunities, efficiencies and productivity to strengthen our financial sustainability
- » We pursue joint solutions that improve service and deliver greater value for our communities and customers

## OPTIMISED DATA MANAGEMENT

This means...

- » We create a culture of data-informed decision-making by making information accessible, clear and actionable
- » We ensure relevant, valuable data is captured, protected, and seamlessly integrated to drive improved service and efficiency

# SUSTAINABLE AND RESILIENT

## TECHNOLOGY ENABLED

### This means...

- » We harness technology to enhance service delivery and improve the experience of both customers and our people
- » We invest in cybersecurity to protect our data, systems and customer trust
- » We use technology powered solutions, including AI, to deliver smarter, faster, and more personalised services

## ADAPTIVE AND RESILIENT

### This means...

- » We build flexibility into our processes and systems to create the operational agility to adapt to changing conditions
- » We uplift our internal capabilities to ensure we have the right people in the right roles, strengthening our ability to adapt and thrive
- » Our strategic decisions are informed by foresight and underpinned by a whole of systems approach



# COMMUNITY CONNECTIONS AND PARTNERSHIPS

We are deeply connected to the communities we serve, listening, responding, and partnering to co-create lasting value. Through responsible stewardship of resources and deep care for country, we build strong, enduring relationships that help shape a thriving and prosperous region.

Key focus  
areas

**CUSTOMERS  
FIRST**

**CARE FOR  
COUNTRY**

**A TRUSTED  
PARTNER**

# CUSTOMERS FIRST

We put our customers at the centre of everything we do. Building trust through meaningful engagement, supporting those who need it most, and empowering our communities through education and activation.

## ACTIVE AND INFORMED COMMUNITY

### This means...

- » We empower customers with knowledge about water through education and engagement
- » We activate strong relationships to create space for customers to stay informed, engaged and value water

## SUPPORTED VULNERABLE CUSTOMERS

### This means...

- » We anticipate and provide the support vulnerable customers require, so they have equitable access to essential water services

## TRUSTED RELATIONSHIPS WITH CUSTOMERS

### This means...

- » We continually build our knowledge of who our customers are and their evolving needs
- » We focus on earning community trust through reliable service and clear, transparent communication



# CARE FOR COUNTRY

We honour and respect the deep connection Traditional Owners have to land and water, working in genuine partnership to protect country and embed cultural knowledge in all that we do.

## STRONG PARTNERSHIPS WITH TRADITIONAL OWNERS

### This means...

- » Our relationships with Traditional Owners are integral to our decision-making, ensuring their cultural knowledge informs our water and land management planning and actions
- » We work alongside Traditional Owners to preserve and respect the river's cultural and ecological significance, with staff equipped to engage meaningfully and respectfully
- » We respect and utilise established cultural knowledge to support our decisions

# A TRUSTED PARTNER

We strengthen our region by building meaningful partnerships and stepping up as a confident, collaborative leader, supporting the prosperity and resilience of our customers.

## PARTNERSHIPS WITH OUR RURAL COMMUNITY

### This means...

- » We work closely with our rural community to understand their needs and support their success
- » We are a service partner, not just a service provider

## RECOGNISED REGIONAL LEADERSHIP

### This means...

- » We build strong relationships across our community, at all levels of government and with key agencies to lead and shape the water agenda
- » We lead and support initiatives that deliver meaningful, long-term prosperity across our region



# READY FOR THE FUTURE, DELIVERING TODAY

We're preparing for the needs of tomorrow by investing in infrastructure, systems and innovation. As we navigate the growing complexities of climate, population demands, and the regulatory environment, we remain committed to delivering reliable and responsive services. While meeting today's needs, we are also shaping the region's water systems with a responsible focus on the future.

Key focus  
areas

**RESILIENT  
INFRASTRUCTURE**

**RELIABLE  
SERVICES**

# RESILIENT INFRASTRUCTURE

We manage our assets sustainably and invest in smart, technology-driven solutions to ensure our infrastructure is adaptable to change, support growth, and serve our communities reliably into the future.

## SUSTAINABLE ASSET MANAGEMENT

### This means...

- » We plan today to deliver the infrastructure our communities will rely on tomorrow
- » We take a whole-of-life approach, investing at the right time to reduce risk, increase efficiency and productivity and extend asset life
- » Our planning ensures ageing or unnecessary infrastructure is decommissioned at the right time

## TECHNOLOGY DRIVEN RESILIENCE

### This means...

- » We invest in digital tools and industry knowledge to make our infrastructure more adaptive and future-ready
- » Our smart technologies help us predict and mitigate potential failures before they impact service



# RELIABLE SERVICES

We deliver safe, reliable water services our communities can count on, today and into the future, through smart planning, responsive operations, and a commitment to excellence.

## SERVICES THAT CUSTOMERS CAN COUNT ON

This means...

- » Our customers can count on us for dependable, high-quality water services
- » Our system reliability is built on strong asset management, planning, risk management and contingency measures
- » We are a reliable water service, innovating through new technologies and resource strategies





# BUILDING A SAFE, SUSTAINABLE FUTURE

We are committed to leading on sustainability, reducing harm, protecting our environment, and creating a safer future for generations to come. Our actions today lay the foundation for a healthier, more resilient tomorrow.

Key focus  
areas

**ZERO  
EMISSIONS**

**ZERO WASTE**

**ZERO  
HARM**

# ZERO EMISSIONS

We achieved net zero and continue to lead through climate action, working with partners to reduce emissions, protect the environment, and support a low-carbon future for our region.

## NET ZERO

### This means...

- » Carbon-conscious thinking is embedded across our decisions
- » Our energy use and generation is efficient, optimised, and emissions-conscious
- » We continuously reduce, monitor and verify our emissions to remain net zero
- » Our transition to net zero is a foundation for even greater environmental leadership

## PARTNERED FOR CLIMATE ACTION

### This means...

- » Our partnerships strengthen collective action on climate challenges



# ZERO WASTE

We embed sustainable practices and circular principles across our operations, minimising waste, reusing and recycling resources, and driving long-term environmental and operational efficiency.

## SUSTAINABLY LED PRACTICES

### This means...

- » We design our operations to prevent and minimise our waste outputs where viable
- » Our approach to waste supports both environmental outcomes and financial sustainability
- » We build sustainability into how we plan, procure, and deliver services

## EMBRACING CIRCULAR OPERATIONS

### This means...

- » We embed circular thinking in how we manage materials and resources
- » We recover and recycle resources from wastewater and byproducts wherever sustainable





# ZERO HARM

We lead in safety by fostering a culture of care, ensuring every action prioritises the health, wellbeing, and safety of our people, our communities and the environment.

## SAFE PEOPLE, SAFE WORKPLACE, SAFE COMMUNITY

### This means...

- » We prioritise safety in every task, decision, and interaction
- » Our people are empowered to speak up and act for safety
- » Our commitment to injury prevention drives continuous improvements in safety systems and practices
- » We measure success by the prevention of harm, not just compliance or incident management



# TURNING STRATEGY INTO ACTION

Our strategy flows through every level of the business, guiding plans, priorities and decisions so we stay aligned with our vision, deliver on our purpose and move towards our strategic objectives.

## Our Corporate Strategy

Our big-picture direction – where we are heading over the long term. Our strategy defines our purpose, commitments and the objectives we want to achieve for the future.

## Water Plan

The Water Plan outlines the services and investments we'll deliver and sets our pricing and budget. It ensures we have the funding and approvals needed to bring our strategy to life.

## Corporate Plan

Our yearly roadmap. The Corporate Plan sets out our priorities, initiatives, and performance targets for the year ahead.

## Implementation and Monitoring

Planning is just the beginning – what matters is delivery

Implementation – through multi-layered action and work plans we know where, when and how to invest and meet our strategic objectives.

Monitoring – we monitor performance using key measures and milestones. This ensures we stay on track and adapt when needed.





LOWER MURRAY  
WATER

[www.lmw.vic.gov.au](http://www.lmw.vic.gov.au)