



VicWater

## Shared Outcomes

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Sponsored By

**AECOM**



Environment,  
Land, Water  
and Planning

**IXOM**

# Future State of Efficiencies Conference

Resetting the Standard in  
Victorian Water Communities

The Langham Melbourne, 1 Southgate Avenue, Southbank  
6 June 2018

## WELCOME

On behalf of VicWater and its Board of Management, it is our pleasure to invite you to the 'Future State of Efficiencies Conference – Resetting the Standard in Victorian Water Communities'. This Conference offers a consolidated step to address the sector aspirations of managing efficiencies together.

The conference is set to attract key decision makers and influencers from the water industry together with leaders from Victorian water corporation boards and senior executives, regulators, senior market and industry leaders and the Victorian government.

Mr. John Bradley, Secretary, Department of Environment Land and Water Planning is our Keynote Speaker at the Conference and will be sharing the Owner expectations driving value for water customers.

VicWater's Shared Outcomes Strategy is sponsored by the VicWater Managing Director's Forum and builds from the opportunities in the Victorian Water Sector's 2018 Pricing Submissions. The strategy brings together Community Aspirations, Owner Expectations, Shareholder Value, Corporation Strategies and Market Competencies to identify pathway's for outcomes and opportunities by and beyond financial objectives. These opportunities are a part of the Shared Outcomes Report and are aimed at continuous improvement of performance of the Victorian water industry.

The theme: 'The Future State of Efficiencies' is very timely, given the clear direction to achieve efficiencies and innovation. The conference is showcasing future efficiency opportunities using the following approach:

- Resetting the sector road map on efficiencies
- Showing the way forward for the Victorian water corporations
- Adopting the strategy in an already efficient BAU
- Performing to the community and owner's expectations

Your attendance and participation at this conference will inspire the sector to continue on its path of achieving shareholder expectations and community value in the years to come.



**Tony Wright**  
Chief Executive Officer

01

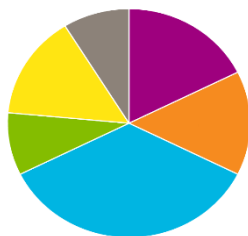
## Resetting the Approach to Efficiencies

The Water Sector is adapting into a community driven enterprise that demands efficiencies beyond price

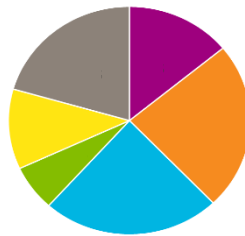
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## Adopting the Strategy in an Already Efficient BAU

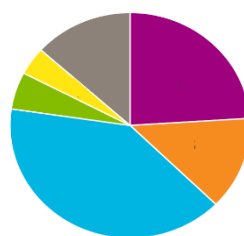
Determining efficiencies based on community needs is the optimal way to sourcing cost efficiencies sustainably



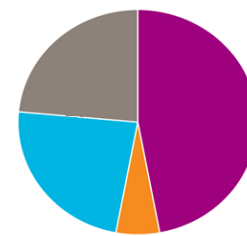
Gippsland Region



Central Region



Northern Region



Western Region

02

## Way Forward for Victorian Water Corporations

Determining efficiencies based on community needs is the optimal way to sourcing cost efficiencies sustainably

04

## Informing Future Transition Pathways

A series of decisions to be made by boards and senior executives of water corporations and business organisations

8:45 am Registration: Foyer, Clarendon Ballroom

9:20 am **WELCOME & OPENING ADDRESS**

9:30 am **KEYNOTE ADDRESS: OWNER EXPECTATIONS**

**Driving Customer Value and Shareholder Value**

*John Bradley, Secretary, Department of Environment, Land, Water and Planning*

10:10 am **INTRODUCING SHARED OUTCOMES**

**Supply Chain Excellence Program (SCEP)**

*Jeff Rigby, Managing Director Coliban Water and SCEP Chair*

10:20 am **RESETTING THE EFFICIENCY ROADMAP FOR THE VICTORIAN WATER SECTOR**

**Roadmap through Shared Outcomes**

*Satvik Gangavarapu, Director Commercial & Supply Chain, VICWATER  
Lili Pechey, Associate Director – Infrastructure Advisory, AECOM*

11:00 am Morning Tea: Foyer, Clarendon Ballroom

11:30 am **WELCOME BACK**

*Tony Wright, Chief Executive Officer, VICWATER*

11:35 am **THE BIG SHIFT FROM CAPEX TO TOTEX**  
**Total Expenditure Optimisation**

*Michael Andrews, Director Water (VSAT), AECOM  
Malcolm Spears, Director Water, AECOM  
Frédéric Blin, Technical Director – Infrastructure Integrity, AECOM*

12:10 pm **CRITICAL INPUTS – EFFICIENCIES BEYOND CHEMICALS**  
**Value Transformation in Water**

*Penny Griffiths, Head of Commercial Strategy and Transformation, IXOM*

12:40 pm **CONTINUING PRODUCTIVITY AND EFFICIENCIES**  
**Past Performance of Victorian Water Industry**

*Chris Feil, Director, Coactum Consulting*

12:55 pm Lunch: Foyer, Clarendon Ballroom

1:55 pm **INTERNALISING ENERGY – A GENERATIONAL SHIFT FOR WATER CORPORATIONS**  
**Carbon Footprint and Environmental Management**

*Rod Boyte, Director, Smart Power Australasia*

2:25 pm **ENHANCING LIVEABILITY THROUGH INFRASTRUCTURE FUTURES**

*Carol Boyle, Head of Infrastructure Futures, Deakin University*

2:55 pm **DIGITAL TRANSFORMATION AND EFFICIENCY GAINS**  
**Approach for the Water and Energy Sectors**

*Jean-Michel Seillier, General Manager Water Victoria - Tasmania, Veolia Australia and New Zealand*

3:25 pm **PERFORMING TO THE COMMUNITY AND OWNER'S EXPECTATIONS**  
**Future State of Efficiencies**

*Tony Wright, Chief Executive Officer, VICWATER*

3:55 pm **CLOSE**

Proudly Supported by:

**John Bradley, Secretary DELWP, State Government Victoria**

John has previously served as Director General of the Queensland Department of Premier and Cabinet, and Director General of the Queensland Department of Environment and Resource Management. Until September 2017, he served as CEO of Energy Networks Australia – the peak body representing Australia’s electricity transmission and distribution and gas distribution businesses.

John has also held senior positions with the Queensland Water Commission and the Western Australian Office of Energy. John previously advised the International Monetary Fund and held several board directorships.

John has a Bachelor of Arts from the University of Queensland and a Masters of Business Administration from the Queensland University of Technology.

**Jeff Rigby, Managing Director, Coliban Water**

Jeff has 33 years of experience working in the water industry in regional Victoria. He was the Managing Director of Grampians Wimmera Mallee Water from 2007 prior to joining Coliban Water. Mr Rigby is a Board Director of the national peak body for the urban water sector, the Water Services Association of Australia, representing the Association’s regional water utility members. Since 2017, he has been a Board Director of VicWater, the State association for the water utility sector.

Jeff Rigby was appointed by the Board and commenced at Coliban Water in December 2011. Mr Rigby serves as a Board Director of the Grampians Central West Waste and Resource Recovery Group and he is the Chairman of the Group’s Audit Committee. He was also appointed in 2015 by the Victorian and Commonwealth Governments to the Regional Development Australia Committee for the Loddon Mallee Region.

Jeff is a chartered professional engineering executive and chartered secretary.

**Penny Griffiths – Head of Commercial, Leading Strategy and Transformation, IXOM**

Penny is currently Head of Commercial – Water at IXOM (formerly Orica Chemicals).

At IXOM, Penny is responsible for strategy, transformation and sales and marketing execution, and is leading a new approach to value-creation for IXOM’s Water Industry customers.

Penny developed a passion for disruptive innovation when she began her career with Memcor (now Evoqua) commercializing membrane systems for water and wastewater treatment in Australia, the US and Asia. She subsequently spent over 13 years with the leading innovation company 3M in roles encompassing technology commercialisation, new ventures, industry partnerships and P&L management; and successfully led business model transformations within multiple 3M divisions to deliver sustainable profitability.



### **Satvik Gangavarapu, Director Commercial and Supply Chain, VicWater**



Satvik was appointed by VicWater in 2015 to head the Victorian Water Industry's collaborative efforts for driving efficiencies through optimisation of inputs. Satvik has operated in senior leadership and management roles across Public and Private sectors including Power and Water Corporation, Onesteel, and General Electric.

Satvik is a board member and director in the Venture Capital and Private Equity Sector and specialises in the acquisition and turnaround of non-performing assets and businesses.

His expertise is in delivering complex and step change strategies all the way from inputs to outputs. Satvik has studied management from Harvard Business School and Enterprise Resource Planning from Victoria University. He is a SAP Certified Solutions Consultant and a Lean Six Sigma Master Black Belt. Satvik's work is focused on growing Victorian Water Sector's triple bottom line performance.

### **Carol Boyle, Head of Infrastructure Futures, Deakin University**



Carol joined Deakin University in 2015 to head Civil Engineering, bringing over 20 years of experience in engineering education and research in sustainable infrastructure and the built environment. She has worked with industry, local/central government and researchers from several disciplines to establish the Sustainable Built Futures Centre at Auckland University. Chair of The Sustainability Society for 14 years and a member of the Governing Board of the

Institution of Professional Engineers NZ for two years, she was a leader in the NZ and the international community in sustainability engineering research, winning the inaugural IPENZ Auckland Branch Luminary Award in 2014 for her services to professional engineering. In her current role she is focusing on infrastructure and built environment systems, seeking to better understand the complexity and links between infrastructure and the built environment and improving performance, efficiency, functionality and resilience of these complex systems.

### **Malcom Spears, Director – Water, AECOM**



Malcolm has over 30 years of experience in civil engineering projects including planning design, operations, asset management, environmental management and community consultation. He is a professional executive manager with extensive experience in the water industry and has a broad water and civil engineering industry background covering water, wastewater, environmental, road and rail, irrigation and drainage aspects.

### **Jean-Michel Seillier , General Manager Victoria / South Australia / Tasmania, Veolia Australia and New Zealand**



Jean-Michel holds a Masters in Chemical Engineering and has worked for Veolia's water division for 34 years. In that time he has lived and worked in four different countries. His experience includes Operational Manager roles for various regions in France, General Manager of Veolia's first business unit in Malaysia and Contract Manager for the largest outsourcing PPP in the US. He is currently General Manager Water for Victoria and Tasmania with operations and business development responsibilities.

**Michael Andrews, Director – Water (VSAT), AECOM**

Michael is a proven leader with executive experience in large scale water utilities. He has extensive experience in leading and providing strategic direction within large infrastructure operations and brings deep experience in delivering long-term organisational strategies, short-term investment priorities, and advising on operational management.

Michael leads AECOM's water teams in Victoria, South Australia and Tasmania.

**Lili Pechey, Associate Director - Social and Environmental Value Creation, AECOM**

Lili has extensive experience in Victoria and the UK in applying research and analysis to support decision-making for strategy development, policy reviews, social and environmental impact assessments and cost benefit analyses to maximise social and environmental value. Having worked for both public and private sector clients, Lili has a comprehensive understanding of the challenges experienced by regulated industries, especially those that must meet the requirements of both financial and environmental regulators.

**Chris Feil, Director, Coactum Consulting**

Chris has more than 15 years working in senior roles in the electricity and water sectors. Chris is currently advising Australian and International water resource management projects. He has previously worked in General Counsel and Governance at South East Water. Chris has also worked in senior roles at the National Electricity Market Management Company

**Frédéric Blin, Technical Director – Infrastructure Integrity, AECOM**

Frédéric has 18 years' experience as an engineer and is the leader of AECOM's Strategic Asset Management and Advanced Materials team in Victoria, Tasmania and South Australia. He has worked in the Water industry since his PhD in corrosion mitigation in water systems as well as across industries (including transport, defence, energy and property/facilities) and brings a thorough understanding of the importance of balancing asset lifecycle risks and costs to provide desired service levels to customers. Frédéric led the delivery of the recent Asset Management Customer Value international benchmarking for WSAA.

**Rod Boyte, Director, Smart Power Australasia**

As founder and company director of Smart Power Ltd, Rod Boyte is an independent and specialised Energy Management Solutions expert. In the past Rod has represented consumer groups (nominated by both the Consumers Institute and the Major Electricity User Group) in the Frequency Standard Working Group (FSWG), Policy Procurement Working Group (PRWG) and the Metering and Reconciliation Working Group (MRWG).

As a member of the Energy Management Association (EMANZ) since 1995 he has served on the EMANZ board from 1998 to 2002 (Vice Chairman in 2002).

Registrations are available online. Please register [here](#) for the Future State of Efficiencies Conference.

Online payments are accepted, or alternatively please request for an invoice.

Registrations are limited so please register before **1<sup>st</sup> June 2018** to secure your booking.



Conference accommodation can be booked subject to availability directly with the Langham Hotel.

**The Langham Melbourne, 1 Southgate Ave, Southbank VIC 3006**  
**Reservations: Phone: (03) 8696 8888**

For further registration enquiries please contact:

[vicwater@vicwater.org.au](mailto:vicwater@vicwater.org.au)

03 9639 8868



