

STRATEGIC PLAN

2022 - 2026

Our Vision

To be a progressive water service provider delivering sustainable water resources for stakeholder and environmental benefit through collaborative partnerships

Our Purpose

To sustainably distribute water within and around the authority area for aquifer recharge and stakeholder supply

Our values

Partnership

We engage with our workforce and stakeholders to deliver excellence

Integrity

We value honesty, trustworthiness, transparency and high ethical standards

Progressive

We embrace innovation and change

Excellence

We operate at the highest standard to ensure long term sustainability

Safety

We value the safety and health of our employees, stakeholders and environment

Strategic Risks & Opportunities

Operational and Reputational

Stranded assets
Damage to aquifer - Saltwater intrusion
Loss of key people

People - Work Health & Safety

Serious injury or fatality

Governance

Ineffective Board and/or Management
Undeliverable and/or major change in legislation

Environmental

Climate change
Contamination

Financial

Revenue - economics & regional viability for ratepayers and customers to fund operations & large asset renewals
Expenses - Uncontrollable escalation of costs (electricity and water)
Regulatory change to water entitlements

Information and Data

Privacy breach or data loss

Our Objectives

Our Strategies

Our Success Indicators

 <p>Safety & wellbeing of people</p>	<ul style="list-style-type: none"> • Develop and drive a positive safety culture • Identification and control of operational hazards and risk • Effective communication of incidents, hazards and risk • Deploy adequate resources and processes to meet objectives • Ensure directors & employees are trained and competent • Establish and maintain compliance processes 	<ul style="list-style-type: none"> • Hazard identification and control • Risk management • WHS communications • Training and competency • WHS system compliance
 <p>Engaged & productive workforce</p>	<ul style="list-style-type: none"> • Establish goals and outcomes for the business, and align with staff • Adoption of formal and informal employee feedback, and review processes • Investment in training and development to ensure necessary skills within the organisation • Promote a culture where constructive input is valued and recognised • Ensure there is adequate funding, equipment and work environment to achieve objectives 	<ul style="list-style-type: none"> • KPI development and alignment • Employee feedback and review sessions • Employee training and development • Productivity
 <p>Aquifer health management</p>	<ul style="list-style-type: none"> • Improve groundwater monitoring strategy (groundwater levels, electrical conductivity and composition) • Manage, monitor and control water allowances, recharge activities and water distribution to meet water requirements • Adoption of new technology to improve how we control water distribution • Retain and utilise data and information to make well-informed decisions • Operate the system conjunctively between surface water and groundwater • Work collaboratively with relevant stakeholders on projects that will improve our knowledge and understanding of managed groundwater recharge activities 	<ul style="list-style-type: none"> • Service delivery • Groundwater monitoring, strategy development and documentation • Successful Australian Research Council Linkage Groundwater Project funding application
 <p>Engaged and informed stakeholders</p>	<ul style="list-style-type: none"> • pursue purposeful interaction with stakeholders • communicate important information • seek feedback • utilise a mix of appropriate communication methods and platforms 	<ul style="list-style-type: none"> • Stakeholder interaction • Stakeholder communication
 <p>Proactive and transparent governance</p>	<ul style="list-style-type: none"> • Board activities are aligned to the Qld Government Welcome Aboard handbook • Review, implement and monitor the strategic plan and operations plan • Develop, review and implement, fair and equitable policies • Compliance with statutory requirements • Annual reports, financial statement and key policies are made publicly available • Accurate, relevant and timely management reports 	<ul style="list-style-type: none"> • Audit qualifications • Policy currency and effectiveness • Policy consultation and publication • Reporting • Board training and development
 <p>Financial sustainability</p>	<ul style="list-style-type: none"> • Efficient and effective development of resources • Grow area serviced without increasing cost base • Matching services to the operating and economic environment • Modernisation of systems and investments in new technology • Review and optimise pump operation • 20 year asset renewal program (sustaining capital) updated and linked into budgeting process 	<ul style="list-style-type: none"> • Variance to budget • Liquidity - current ratio • Equity - debt to equity ratio • Debt service coverage ratio • Cash contingency • Profit - earnings before interest and taxed (EBIT) • debtor balance • Cost containment (OIP)
 <p>Asset reliability</p>	<ul style="list-style-type: none"> • Develop and implement asset maintenance strategies for critical assets • Asset condition of major and critical non-current assets understood and categorised • Appropriately skilled and experienced human resources available to deliver services 	<ul style="list-style-type: none"> • Maintenance strategies • Asset condition assessments • Vacant positions
 <p>Ecological function</p>	<ul style="list-style-type: none"> • Improve water delivery practises • Implement an effective program for the management of aquatic and riparian weeds • Identify and remove physical and water quality barriers to fish movement • Participate in projects which enhance and improve native riparian vegetation • Rigorous assessment process of new Water Supply Agreements Applications 	<ul style="list-style-type: none"> • Technology investment and measurement • Aquatic Weed Management (metrics - active involvement RMA, weed removal in non-routine areas) • Develop planning to address barriers to fish movement within authority area • Environmental projects