

# Category 2 Water Authorities

## Strategic Plans

### 2013-2021

Information contained in these documents is as submitted by the water authorities and does not represent government or departmental policy. The department holds no responsibility for any errors or omissions within these documents. Any decisions made by other parties based on these documents are solely the responsibility of those parties.

Avondale Water Board

Babinda Swamp Drainage Board

Bollon West Water Authority

Bones Knob Water Board

Callandoon Water Supply Board

East Deeral Drainage Board

Fernlee Water Authority

Glamorgan Vale Water Board

Ingie Water Authority

Kaywanna Bore Water Board

Lower Burdekin Water

Lower Herbert Water Management Authority

Matthews Road Drainage Board

Orchard Creek and East Euramo Drainage Board

Roadvale Water Board

Silkwood Drainage Board

South Maroochy Drainage Board

Yambocully Water Board

# AVONDALE WATER BOARD

## STRATEGIC PLAN 2013 - 2018

### **Vision Statement**

To provide an economically sustainable irrigation water supply to customers; enhancing cropping performance within the Board's water supply community.

### **Statement of the Water Authority's Purpose**

Our purpose is to provide for the irrigation water needs of the customers within the gazetted Avondale Water Board area.

### **Government objectives for the community**

The Board strives to achieve agricultural economic goals which are intended to continue to complement Government's outlook for positive economic outcomes for the region's primary industries.

### **Strategic risks to the water authority**

Risks and challenges continue to include maintenance, capital improvements and replacement, rising utilities costs and potential for assets becoming isolated.

### **Objectives and strategies of the water authority**

For the foreseeable future, the objectives of the Board are to provide fair and transparent pricing, continue to maintain assets and strive toward higher levels of reliable water supply whilst containing administration costs.

### **Performance indicators**

Performance indicators will continue to be by comparison of delivery costs, per water unit, through each water supply year.

## BABINDA SWAMP DRAINAGE BOARD Strategic Plan 2016 – 2020

### Our Vision

BSDB will continue to provide a coordinated approach to the drainage of agricultural land in a manner that fosters sugar cane productivity whilst being mindful of any environmental issues.

### Our Purpose

To ensure that agricultural land in the drainage system area continues to remain productive.

<u>Objective</u>	<u>Strategies</u>	<u>Outcomes</u>
<b>Efficiently drain water from Agricultural land</b>	<ul style="list-style-type: none"> <li>• Maintain assets in good working condition</li> <li>• Maintain infrastructure as required</li> <li>• Repair unexpected damage after a severe weather event in a timely fashion</li> </ul>	<ul style="list-style-type: none"> <li>• Unplanned maintenance is kept to a minimum.</li> <li>• Agricultural properties in the drainage area remain productive.</li> <li>• Minimal impact on sugar cane industry and local government infrastructure relying on the drainage system</li> </ul>
<b>Maintain a viable business plan</b>	<ul style="list-style-type: none"> <li>• Practice modern and responsible business principles</li> <li>• Continue to set achievable maintenance strategies</li> <li>• All Grower contributions by way of levies be maintained</li> <li>• Prudential obligations are met</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance under the Financial Accountability Act 2009</li> <li>• Financials reported quarterly</li> <li>• Expenditure is kept within budget, notwithstanding a major weather event</li> <li>• A fair and transparent method</li> </ul>
<b>Deliver good governance</b>	<ul style="list-style-type: none"> <li>• Operate within legislative requirements</li> <li>• Maintain competencies</li> <li>• Maintain risk management effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Keep up-to-date with governance standards as required</li> <li>• Minimal financial and non-financial risks</li> </ul>

### BSDB Priorities 2016-2020

Undertake regular drain inspections.

Maintain a quick response plan in relation to extreme weather events.

Continue to provide good governance as required under the Water Act 2000.

# B.W.W.A.

## Bollon West Water Authority 2017-2021 Strategic Plan

---

Bollon West Water Authority is a statutory body operating under the water Act 2000. These acts allow Bollon West Water Authority to operate as a board supplying piped water for grazing purposes to associated properties aiding in viable property production.

---

### Vision

To effectively exist until a time as the Bollon West Water Authority has paid its existing loan out. This is our achievable goal for the following four years whilst meeting our obligations and conversing with all associated landholders.

### Bollon West Water Authority Priorities 2017- 2021

- To supply viably costing water and allow utilization of grazing country by supplying water to areas previously unable to be grazed due to lack of water.
- Effectively meet financial obligations with up to date bookkeeping and accounts.

### Bollon West Water Authority Objectives

- To supply cost effective water to associated properties for viable grazing.
- Aiding in water conservation through piping uncapped flowing bores.
- To allow affordable funding to grazing enterprises.
- Better property management.
- Allowing more manageable grazing through substantial and reliable water supply.
- Conversing with landholders associated with Bollon West Water Authority.
- Working alongside government entities until the loan is paid off.

### Purpose

To provide affordable loans to landholders associated with Bollon West Water Authority, until such time as loans are paid in full.

---

#### **Confidential**

B W W A Strategic plan

Last printed 4/1/2004 1:16:00 PM

**Challenges**

- Conversing with government organisations to ensure fair decisions for Bollon West Water Authority.
- Allowing landholders the opportunity to bring ideas to the board to be heard by relevant government boards.

How We Will Achieve Our Objectives:	Outcomes
Maintaining existing piping infrastructure	Effectively fix problems Eg, Poly Pipe leakages
Costing associated with water consumption	Continue with individual property stocking guides
Constantly observe existing infrastructure	Fix problems in a timely manner
Pressure and water is maintained	Effectively stock paddocks and ensure water is distributed fairly
Continue to meet payment requirements	½ yearly accounts of consistent value
Consistently upgrading current loan position	Financial statements
Continuing existing funding in kitty for unforeseen expenses or upgrades	Updated bookkeeping
Conform with government legislation	Associate with legislation relating to Bollon West Water Authority and pass this on to other landholders

# Bones Knob Water Board

## Strategic Plan

- **Vision**

The Bones Knob Water Board supplies stock and domestic water for the properties situated on Bones Knob, near the town of Tolga in Far North Queensland. The water scheme came into being in 1986 as all of the properties on Bones Knob did not have a secure water supply even after several bores had been drilled. The scheme now supplies water to 24 properties. The scheme is for this purpose only and is not envisaged that it will not grow in the near future.

- **Purpose**

The purpose of the scheme is to supply a secure source of water to the properties in the gazetted area.

- **Community**

The board is a benefit to the local community as it allows the properties to have a secure supply of water for domestic and stock purposes which enables them to function and not be a broader drain on the resources of the local community.

- **Strategic Risks**

The main risk to the supply of water is the bore becoming “dry” but this is unlikely as the board has a water allocation of 90 mega litres and our annual use is around 22 mega litres. Another risk is the supply of electricity but this should only be short term. The board’s ability to deal with these risks is limited as it has little control over the outcome. Maintenance of the pumps storage and pipe line is ongoing and break downs generally only cause minor problems.

- **Objectives**

The objectives of the board is to supply a secure and potable water system that is reliable and at a reasonable cost to its rate payers.

- **Performances**

Over the last 27 years, the board has conducted the scheme and delivered a reliable water supply to the land holders in the board area and has achieved its original purpose of having a reliable water supply. The future aim of the board is to supply reliable water to the properties in the board area at a reasonable cost. Maintenance of pumps and pipe lines is an ongoing requirement.

- **Strategies**

Ongoing maintenance and replacement of pumps is a necessity and in the future the upgrading the system to a more recent technology seems a necessary component for the future of the supply. However, this could come at a cost for the property owners in the board area.

- This plan is for a period of four (4) years after which a comprehensive review has to be conducted. Annually the board shall review the plan and identify any significant changes which should be made. This plan must be submitted to all relevant stakeholders for consultation before submitting it to the board for approval.

.....

**Graeme J Turner**  
**Secretary**

.....

**Darryl Wareham**  
**Chairman**

*This strategic plan was reviewed in January 2015 and remains current.*

CALLANDOON WATER SUPPLY BOARD.

To Errol Ross, (Manager)  
Dept of Natural Resources and Mines,  
Brisbane. 4001.

P.O. Box 1017,  
Goondiwindi,  
4390. Qld.

30-4-2013

Dear Errol,

This is the Strategic plan for the Callandoon Water Supply Board.

"The Callandoon Water Supply Board's mission is to deliver water, via the 4 gates ,at the Macintyre Weir when ever Sunwater allocates Unsupplemented water, or when an Irrigator requests Supplemented water. The Board also endeavours to deliver the water to minimize water losses, in the most cost effective manner for the benefit of its members."

Yours Sincerely

C.R.T.Cooper (Secretary to the Board).

*This strategic plan was reviewed in February 2015 and remains current.*

## EAST DEERAL DRAINAGE BOARD Strategic Plan 2016 - 2020

### Our Vision

EDDB will continue to provide a coordinated approach to the drainage of agricultural land in a manner that fosters sugar cane productivity whilst being mindful of any environmental issues.

### Our Purpose

To ensure that agricultural land in the drainage system area continues to remain productive.

<u>Objective</u>	<u>Strategies</u>	<u>Outcomes</u>
<b>Efficiently drain water from Agricultural land</b>	<ul style="list-style-type: none"> <li>• Maintain assets in good working condition</li> <li>• Maintain infrastructure as required</li> <li>• Repair unexpected damage after a severe weather event in a timely fashion</li> </ul>	<ul style="list-style-type: none"> <li>• Unplanned maintenance is kept to a minimum.</li> <li>• Agricultural properties in the drainage area remain productive.</li> <li>• Minimal impact on sugar cane industry and local government infrastructure relying on the drainage system</li> </ul>
<b>Maintain a viable business plan</b>	<ul style="list-style-type: none"> <li>• Practice modern and responsible business principles</li> <li>• Continue to set achievable maintenance strategies</li> <li>• All Grower contributions by way of levies be maintained</li> <li>• Prudential obligations are met</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance under the Financial Accountability Act 2009</li> <li>• Financials reported quarterly</li> <li>• Expenditure is kept within budget, notwithstanding a major weather event</li> <li>• A fair and transparent method</li> </ul>
<b>Deliver good governance</b>	<ul style="list-style-type: none"> <li>• Operate within legislative requirements</li> <li>• Maintain competencies</li> <li>• Maintain risk management effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Keep up-to-date with governance standards as required</li> <li>• Minimal financial and non-financial risks</li> </ul>

### EDDB Priorities 2016 - 2020

Undertake regular drain inspections.

Maintain a quick response plan in relation to extreme weather events.

Continue to provide good governance as required under the Water Act 2000.

# Fernlee Water Authority

P.O. Box 68,

Bollon 4488 Qld

## Fernlee Water Authority Strategic Plan

July 2015 – June 2019

Fernlee Water Authority is a statutory body operating under the Water Act 2000. This Act allows Fernlee Water Authority to operate as a Category 2 Water Board supplying piped water to gazetted properties.

### Vision

FWA (Fernlee Water Authority) will continue to supply rural water in an economically and socially equitable manner, whilst maintaining all financial obligations.

### Priorities

- Provide water to an area which otherwise would have no other source of reticulated water supply.
- Meet all financial obligations.

### Objectives

- To supply cost effective water to gazetted properties.
- Conserve water through piping and capping flowing bores.
- Allow effective grazing strategies through providing a reliable water supply.
- Deliver good governance.
- Conform to Government legislations.
- Effectively collaborate with Government representatives to ensure their decisions effect ratepayers in a positive manner.

### Purpose

- To collect rates to meet our financial obligations.
- Maintain infrastructure capability.

# GLAMORGAN VALE WATER BOARD 2017-2020 Strategic Plan

## Our Vision

GVWB will continue to supply rural water in an economically and socially equitable manner.

## Our Purpose

To supply rural water both within its Gazetted Area and its surrounds.

## What we value

- Accountability
- Good Governance
- Integrity
- Fairness
- Reliability
- Customer Service



## Mission Statement

The Glamorgan Vale Water Board is a statutory body operating under the provisions of the Water Act 2000 and the Water (Services and Reliability) Act 2008 and their associated subordinate legislation. These Acts provide the Glamorgan Vale Water Board with ability to operate as a rural water service provider both within and outside its Gazetted area.

In meeting our obligations the Board strives to efficiently deliver rural water at a fair price through objective planning upholding the principles of a not for profit entity.

The approach to the strategic plan is to develop a long-term direction setting for the Board with the determination of the annual priorities (the Operational Plan).

## GVWB Priorities 2017-2020

- Provide water to an area which would otherwise have no external source of reticulated water supply
- Increasing community resilience during periods of drought.
- Glamorgan Vale Water Board continues to contribute to maintaining a vibrant rural community (helping to maintain population growth and investment in rural pursuits within the region.)
- Improve our capacity to effectively manage high-risk situations and disaster recovery
- Source possible new income streams thereby maintaining financial sustainability in addition to rates and charges.

## Our Challenges

- Continue to improve timely and efficient service delivery
- Effectively collaborate with Government representatives to ensure their decisions effect ratepayers in a positive manner.
- Ensure strong leadership and management to embed continuous organisation improvement.
- Continue communications that educate, promote awareness and foster public confidence in the boards operations.
- Develop further expansions to the Gazetted Area subject to landholder requests and to mitigate urban development impacts.

# GLAMORGAN VALE WATER BOARD 2017-2020 Strategic Plan

<u>Objective</u>	<u>Strategies</u>	<u>Results</u>
The outcome we want	What we will do to achieve it	How will we assess our achievement?
<p>Deliver reliable rural water supply</p>	<ul style="list-style-type: none"> <li>➤ Maintain Assets in good working order</li> <li>➤ Deliver cost effective meter maintenance schedule</li> <li>➤ Maintain infrastructure capability</li> <li>➤ Attend unplanned incidents in a timely manner.</li> <li>➤ Implement management initiatives and services that assist the community in sustainable water use.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Reduced unplanned maintenance incidents.</li> <li>➤ Reduced system leakage</li> <li>➤ System pressure is maintained</li> <li>➤ Billed water use is accurately captured.</li> </ul>
<p>Maintain sustainable business strategies</p>	<ul style="list-style-type: none"> <li>➤ Continue to operate with the principle of sustainable business practices.</li> <li>➤ Budgets produced within constraint of rates income.</li> <li>➤ Surpluses generated are used for upgrades of the scheme and improving efficiencies.</li> <li>➤ Prudential responsibilities are maintained.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Loan payments meet quarterly schedules</li> <li>➤ Financial statements reported monthly</li> <li>➤ Comparison of actual expenditure vs budget with allowable 10% variance.</li> <li>➤ Scheme expenses and CPI increases are budgeted for.</li> </ul>
<p>Provide appropriately priced water</p>	<ul style="list-style-type: none"> <li>➤ Water pricing is on a cost recovery basis and allows for long-term sustainability.</li> <li>➤ Net margins reinvested back into the scheme</li> </ul>	<ul style="list-style-type: none"> <li>➤ Pricing mechanisms reflects fair value for money in a rural scheme.</li> <li>➤ Net margins are not excessive</li> </ul>
<p>Provide good governance and support Government objectives for community</p>	<ul style="list-style-type: none"> <li>➤ Develop capabilities &amp; maintain critical event readiness</li> <li>➤ Monitor risk management strategies</li> <li>➤ Maintain legislative frameworks and responsibilities</li> <li>➤ Help build sustainable peri-urban communities.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Encourage staff development in new skills.</li> <li>➤ Reduce financial and non-financial risks.</li> <li>➤ Maintain High Priority A Water Allocation.</li> <li>➤ Deliver new infrastructure capable of further expansions.</li> </ul>

# Ingie Water Authority

## Strategic Plan

### Our Vision

Ingie Water Authority will continue to supply rural water in an economically and socially equitable manner.

### Our Purpose

To supply rural water both within its Gazetted Area.

### What we value

- Accountability & Good Governance
- Integrity
- Fairness
- Reliability
- Customer Service

### Mission Statement

The Ingie Water Authority is a statutory body operating under the provisions of the *Water Act 2000* and the *Water (Services and Reliability) Act 2009* and their associated subordinate legislation. These Acts provide the Ingie Water Authority with ability to operate as a rural water service provider both within its Gazetted area.

In meeting our obligations the Board strives to efficiently deliver rural water at a fair price through objective planning upholding the principles of a not for profit entity.

The approach to the strategic plan is to develop a long-term direction setting for the Board with the determination of the annual priorities (the Operational Plan) .

### IWA Priorities 2012-2016

- Provide water to an area which would otherwise have no external source of reticulated water supply.
- Ingie Water Authority continues to contribute to maintaining a vibrant rural community (helping to maintain population growth and investment in rural pursuits within the region.)
- Improve our capacity to effectively manage high-risk situations and disaster recovery.
- Source possible new income streams thereby maintaining financial sustainability in addition to rates and charges.

### Our Challenges

- Continue to improve timely and efficient service delivery.
- Effectively collaborate with Government representatives to ensure their decisions effect ratepayers in a positive manner.
- Ensure strong leadership and management to embed continuous organisation improvement.
- Continue communications that educate, promote awareness and foster public confidence in the boards operations.

# KAYWANNA BORE WATER BOARD 2017-2021 Strategic Plan

## Our Vision

KBWB will continue to supply Bore water in an economically and socially equitable manner to our ratepayers, Kioma School and Community Centre.

## Our Purpose

To supply Bore water within its Gazetted Area

## What we value

- Accountability
- Good Governance
- Integrity

## Mission Statement

The Kaywanna Bore Water Board is a statutory body operating under the provisions of the Water Act 2000 and the Water (Services and Reliability) Act 2009 and their associated subordinate legislation. These Acts provide the Kaywanna Bore Water Board with ability to operate as a rural water service provider both within its Gazetted area.

In meeting our obligations the Board strives to efficiently deliver rural water at a minimum price through objective planning upholding the principles of a not for profit entity.

The approach to the strategic plan is to develop a long-term direction setting for the Board with the determination of the annual priorities (the Operational Plan).

## KBWB Priorities 2017-2021

- Provide water to an area which would otherwise have no external source of reticulated water supply.
- Kaywanna Bore Water Board continues to contribute to maintaining a vibrant rural community (helping to maintain population growth and investment in rural pursuits within the region.)
- Improve our capacity to effectively manage high-risk situations and disaster recovery
- Maintain the efficient operating capacity of the Scheme by regular maintenance programs.

## Our Challenges

- Continue to improve timely and efficient service delivery
- Effectively collaborate with Government representatives to ensure their decisions effect ratepayers in a positive manner.
- Ensure strong leadership and management to embed continuous organisation improvement.
- Continue communications that educate, promote awareness and foster public confidence in the boards operations.

# KAYWANNA BORE WATER BOARD 2017-2021 Strategic Plan

## Objective

The outcome we want

Deliver reliable rural water supply

Maintain sustainable business strategies

Provide appropriately priced water

Provide good governance

## Strategies

What we will do to achieve it

- Maintain Assets in good working order
- Deliver cost effective meter maintenance schedule
- Maintain infrastructure capability
- Attend unplanned incidents in a timely manner.
- Implement management initiatives and services that assist the community in sustainable water use.
  
- Continue to operate with the principle of sustainable business practices.
- Budgets produced within constraint of rates income.
- Surpluses generated are used for upgrades of the scheme and improving efficiencies.
- Prudential responsibilities are maintained.
  
- Water pricing is on a cost recovery basis and allows for long-term sustainability.
- Net margins reinvested back into the scheme
  
- Develop capabilities
- Maintain critical event readiness
- Monitor risk management strategies
- Maintain legislative frameworks and responsibilities

## Results

How will we assess our achievement?

- Reduced unplanned maintenance incidents.
- Reduced system leakage
- System pressure is maintained
- Billed water use is accurately captured.
- 
  
- Loan payments meet quarterly schedules
- Financial statements reported annually
- Comparison of actual expenditure vs budget with allowable 10% variance.
- Scheme expenses and CPI increases are budgeted for.
  
- Pricing mechanisms reflects fair value for money in a rural scheme.
- Net margins are not excessive
  
- Volunteers and contractors are encouraged to upgrade or learn new skills.
- Reduce both financial and non-financial risks.

## Strategic Plan 2017/2018 – 2020/2021

### Our Vision

To be a progressive water service provider through collaborative partnerships, delivering sustainable water resources for the benefit of stakeholders and the environment.

### Our Purpose

Sustainably manage water resources within and around the authority area.

### 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; and
- Safety – we value the safety and health of our employees, stakeholders and environment.

### Our Objectives

1. Safety and wellbeing of people;
2. Engaged and productive workforce;
3. Manage aquifer heights and water delivery to prevent salt water intrusion;
4. Engaged and informed stakeholders;
5. Proactive and transparent governance;
6. Financial sustainability while delivering services at the lowest possible cost;

7. Manage assets and infrastructure to ensure reliable services; and
8. System health and ecological function

### Strategic Risks

#### Workplace Health and Safety

- Serious injury or fatality.

#### Commercial

- Revenue – economics and regional viability for ratepayers and customers to pay;
- Expenses – uncontrollable escalation of costs (electricity and water);
- Capital - Identification and delivery of projects that create value for the organisation; and
- Loss of historical water entitlements.

#### Environmental

- Catastrophic weather event (prolonged drought, major flood);
- Climate change;
- Salt water intrusion; and
- Major environmental event caused by LBW.

#### Governance

- Ineffective board and/or management; and
- Undeliverable and/or major change in legislation.

## Strategic Plan 2017/2018 – 2020/2021

Objectives	Strategies	Key Performance Indicators
Safety and wellbeing of people	<ul style="list-style-type: none"> <li>Develop and implement a Workplace Health and Safety Plan;</li> <li>Effective communication with stakeholders (reporting and management of hazards and risks);</li> <li>Good planning processes (matching and organising resources to work activities); and</li> <li>Ensure adequate resources deployed to meet objective.</li> </ul>	<ul style="list-style-type: none"> <li>Project Resource Plan</li> <li>Safety System Audit</li> <li>Communications Strategy</li> </ul>
Engaged and productive workforce	<ul style="list-style-type: none"> <li>Develop and implement HR policies, procedures and practices;</li> <li>Establish required goals and outcomes for the business and aligning with staff;</li> <li>Ensure appropriate skill set within organisation;</li> <li>Promote a culture where constructive input is valued/recognised;</li> <li>Ensure funding, equipment and work environment to achieve objectives; and</li> <li>Effective communication within business.</li> </ul>	<ul style="list-style-type: none"> <li>Employee Survey</li> <li>KPI development and alignment whole of business</li> <li>Training and Development</li> </ul>
Manage aquifer height sand water delivery to prevent salt water intrusion	<ul style="list-style-type: none"> <li>Manage water allocations, recharge activities and entitlements to best meet water requirements;</li> <li>Monitor Groundwater levels and quality;</li> <li>Monitor and control Surface Water;</li> <li>Utilise and retain information to make better decisions; and</li> <li>Operate the system conjunctively between Surface Water and Groundwater.</li> </ul>	<ul style="list-style-type: none"> <li>Service Delivery</li> <li>Data Collection and Review</li> </ul>
Engaged and informed stakeholders	<ul style="list-style-type: none"> <li>Develop and implement a communication strategy;</li> <li>Increase interaction with stakeholders;</li> <li>Develop and implement a platform for stakeholder information requests; and</li> <li>Improve LBW brand.</li> </ul>	<ul style="list-style-type: none"> <li>Communications Strategy</li> <li>Satisfaction Survey</li> <li>Newsletter Distribution</li> <li>Website Engagement</li> </ul>
Proactive and transparent governance	<ul style="list-style-type: none"> <li>Develop, implement and monitor strategic plan and operations plan;</li> <li>Develop and implement fair and equitable policies;</li> <li>Compliance with statutory requirements;</li> <li>Accurate, effective and timely management reports; and</li> <li>Develop and implement an effective risk management system.</li> </ul>	<ul style="list-style-type: none"> <li>Audit qualifications</li> <li>Policy Currency &amp; Effectiveness</li> <li>Policy Consultation</li> <li>Review of 10 highest residual risks (business, safety, operational)</li> <li>Risk Management System Development and Implementation</li> </ul>
Financial sustainability while delivering services at the lowest possible cost	<ul style="list-style-type: none"> <li>Deliver services efficiently, effectively and sustainably;</li> <li>Growth of area serviced without increasing cost base;</li> <li>Matching services to the operating and economic environment;</li> <li>Collaborate with stakeholders to encourage irrigation efficiency; and</li> <li>Modernisation of systems.</li> </ul>	<ul style="list-style-type: none"> <li>Liquidity - Current Ratio.</li> <li>Equity - Debt to Equity Ratio</li> <li>Cash - Net Operating Cash Flow is positive</li> <li>Cash Contingency</li> <li>Profit - Earnings Before Interest and Taxed (EBIT).</li> <li>Debtor Days</li> </ul>
Manage assets and infrastructure to ensure reliable services	<ul style="list-style-type: none"> <li>Develop and implement asset maintenance program using RCM methodologies;</li> <li>Update SAMP and capital asset replacement plan incorporating future capital asset requirements; and</li> <li>Investigate an asset renewals annuity</li> </ul>	<ul style="list-style-type: none"> <li>SAMP Development and Implementation</li> </ul>
System health and ecological function	<ul style="list-style-type: none"> <li>Develop and implement environmentally sustainable policies;</li> <li>Be informed of climate change, other scientific material and research;</li> <li>Work collaboratively with relevant stakeholders to deliver good system health and ecological function outcomes; and</li> <li>Ensure adequate funding and resources deployed to achieve objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Development &amp; implementation of water quality monitoring plan</li> </ul>

# LOWER HERBERT WATER MANAGEMENT AUTHORITY STRATEGIC PLAN 2016-2020

## Vision Statement & Purpose

- The Lower Herbert Water Management Authority is a Category 2 Statutory Water Authority and Registered Service Provider operating under the provisions of the Water Act 2000, Water Supply (Safety & Reliability) Act 2008.
- The Authority aims to efficiently manage water outflows from urban and agricultural areas, within its boundaries in a cost effective manner.
- The strategic plan is seen as the development of a long term direction with annual priorities as identified in the Operational Plan

## Challenges

- Improve management of work schedules to deliver timely outcomes.
- Prepare strategies to cope with Natural Disasters and recovery.
- Involve and inform stakeholders and build leadership and management skills to ensure appropriate/informed decisions.
- Improve outcomes in specific Authority areas.

## Priorities 2016-2020

- ∞ Maintenance of drainage infrastructure including environmental wetland areas
- ∞ Maintain & develop mutually beneficial relationships between community, industry and Local Government to assist economic growth in the region.
- ∞ Manage high risk situations and disaster recovery
- ∞ Manage changing economic circumstances resulting in financial challenges.
- ∞ Managing improved water outflow via implementation of new project/s

# LOWER HERBERT WATER MANAGEMENT AUTHORITY

## STRATEGIC PLAN 2012-2016

Objectives	Strategies	Results
<ul style="list-style-type: none"> <li>. Removal of excess water from agricultural areas within Authority boundary areas in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>. Maintain infrastructure in good order.</li> <li>. Deliver cost effective on ground works</li> <li>. Attend to emergency situations immediately to minimise damage.</li> <li>. Arrange for appropriate permits to do works</li> </ul>	<ul style="list-style-type: none"> <li>. Reduction in unplanned maintenance incidents.</li> <li>. Minimal ongoing damage reports.</li> <li>. Permits acquired and works able to be undertaken to suit needs of Industry.</li> </ul>
<ul style="list-style-type: none"> <li>. Identify projects within Authority area which deliver improved service delivery</li> </ul>	<ul style="list-style-type: none"> <li>. Actively seek improvements using Geographic Information Systems data.</li> <li>. Consult with professionals for advice.</li> <li>. Seek input from stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>. Document discussions /inspections with professionals and stakeholders regarding delivery of improvements with report back to landholders of results.</li> </ul>
<ul style="list-style-type: none"> <li>. Provide good governance</li> </ul>	<ul style="list-style-type: none"> <li>. Maintain legislative frameworks and responsibilities and monitor risk management strategies.</li> <li>. Develop capabilities</li> <li>. Obtain professional services</li> </ul>	<ul style="list-style-type: none"> <li>. Provide opportunities for training and improvement of skills for staff and directors.</li> <li>. Reduce financial and non financial risks.</li> </ul>
<ul style="list-style-type: none"> <li>. Fiscally responsible management.</li> </ul>	<ul style="list-style-type: none"> <li>. Make provisions for Asset replacement and Natural disasters.</li> <li>. Prepare balanced budget within constraints of income.</li> </ul>	<ul style="list-style-type: none"> <li>. Comparison actual expenditure vs budget with allowable 10% variance.</li> <li>. Consider affordability of loans prior to committing to new project.</li> <li>. Make budget achievable without applying onerous burden on ratepayers.</li> </ul>
<ul style="list-style-type: none"> <li>. Develop mutually beneficial relationships with stakeholders, the community, industry and Government</li> </ul>	<ul style="list-style-type: none"> <li>. Discuss plans prior to implementation.</li> <li>. Actively seek co-operation/mediation if necessary.</li> </ul>	<ul style="list-style-type: none"> <li>. No adverse or detrimental impacts reported</li> <li>. Information sessions to communicate issues both ways.</li> </ul>

## MATTHEWS ROAD DRAINAGE BOARD Strategic Plan 2016 - 2020

### Our Vision

MRDB will continue to provide a coordinated approach to the drainage of agricultural land in a manner that fosters sugar cane productivity whilst being mindful of any environmental issues.

### Our Purpose

To ensure that agricultural land in the drainage system area continues to remain productive.

<u>Objective</u>	<u>Strategies</u>	<u>Outcomes</u>
<b>Efficiently drain water from Agricultural land</b>	<ul style="list-style-type: none"> <li>• Maintain assets in good working condition</li> <li>• Maintain infrastructure as required</li> <li>• Repair unexpected damage after a severe weather event in a timely fashion</li> </ul>	<ul style="list-style-type: none"> <li>• Unplanned maintenance is kept to a minimum.</li> <li>• Agricultural properties in the drainage area remain productive.</li> <li>• Minimal impact on sugar cane industry and local government infrastructure relying on the drainage system</li> </ul>
<b>Maintain a viable business plan</b>	<ul style="list-style-type: none"> <li>• Practice modern and responsible business principles</li> <li>• Continue to set achievable maintenance strategies</li> <li>• All Grower contributions by way of levies be maintained</li> <li>• Prudential obligations are met</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance under the Financial Accountability Act 2009</li> <li>• Financials reported quarterly</li> <li>• Expenditure is kept within budget, notwithstanding a major weather event</li> <li>• A fair and transparent method</li> </ul>
<b>Deliver good governance</b>	<ul style="list-style-type: none"> <li>• Operate within legislative requirements</li> <li>• Maintain competencies</li> <li>• Maintain risk management effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Keep up-to-date with governance standards as required</li> <li>• Minimal financial and non-financial risks</li> </ul>

### MRDB Priorities 2016 - 2020

Undertake regular drain inspections.

Maintain a quick response plan in relation to extreme weather events.

Continue to provide good governance as required under the Water Act 2000.

# ORCHARD CREEK - EAST EURAMO DRAINAGE BOARD

## STRATEGIC PLAN 2015 - 2019



### MISSION STATEMENT

The Orchard Creek - East Euramo Drainage Board is a statutory body operating under the provisions of the Water Act 2000 and the Water (Services and Reliability) Act 2009 and their associated subordinate legislation. These Acts provide the Orchard Creek – East Euramo Drainage Board with ability to operate within its gazetted area.

In meeting our obligations the Board strives to efficiently maintain lengths of open drains and associated infrastructure to improve the viability of cane lands within those boundaries.

The approach of the strategic plan is to develop a long-term direction setting for the Board to maximise the use of viable cane lands thus supported within the guidelines set out in the Operational plan.

### ORCHARD CREEK - EAST EURAMO PRIORITIES 2015 - 2019

- Maintain a network of drains free of impediments to the flow of water drained from within our boundaries
- Continue to foster the viability of agriculture for both the financial well-being of those landholders and the continuance of to benefit the production of the crops contributing to the export earnings of the nation.
- Continue to provide landholders with a point of access to the Boards' drainage network

### OUR CHALLENGES

- Continue maintenance and upkeep of the drainage system in a timely manner within the financial ability of the landholders whom they service
- Continue to manage a drainage network in environmentally sensitive locations

OBJECTIVE	STRATEGIES	RESULTS
<p>Maintain effective flow of drains adequate to meet the high rainfall experienced in this district</p>	<ul style="list-style-type: none"> <li>➤ Maintain assets in good working order</li> <li>➤ Maintain infrastructure capability</li> <li>➤ Implement timely maintenance</li> <li>➤ Plan for extraordinary weather events that tend to impede the flow of water or undermine the integrity of the drains and crossings</li> </ul>	<ul style="list-style-type: none"> <li>➤ Effective cost management</li> <li>➤ Reduce the incidence of unscheduled maintenance or the need to attend to major repair at significant unplanned cost</li> </ul>
<p>Maintain sustainable strategies</p>	<ul style="list-style-type: none"> <li>➤ Continue to operate with a common sense approach to the benefit of landholders within these boundaries</li> <li>➤ Prudential responsibilities are maintained</li> </ul>	<ul style="list-style-type: none"> <li>➤ Scheme expenses are budgeted</li> <li>➤ Financial statements reported at Board meetings</li> </ul>
<p>Provide appropriately priced drainage</p>	<ul style="list-style-type: none"> <li>➤ Act prudently in the best interests of the landholders whom the Board is designed to service</li> <li>➤ Operating on a cost recovery basis allowing for long term sustainability</li> <li>➤ Net margins reinvested back into scheme</li> </ul>	<ul style="list-style-type: none"> <li>➤ Consider the appropriateness of the services to be engaged</li> <li>➤ Acquire the best outcome given the amount of funds within current budgets</li> <li>➤ Rating mechanisms reflect fair value for money in a rural scheme</li> </ul>
<p>Provide good governance</p>	<ul style="list-style-type: none"> <li>➤ Develop capabilities</li> <li>➤ Maintain critical event readiness</li> <li>➤ Monitor risk management strategies</li> <li>➤ Maintain legislative frameworks and responsibilities</li> <li>➤ Regularly communicate with Ratepayers</li> </ul>	<ul style="list-style-type: none"> <li>➤ Reduce both financial and non-financial risks</li> </ul>



# Roadvale Water Board

## STRATEGIC PLAN – 2017-2020

### Vision

Operate a rural water scheme which provides non potable water to homes and businesses at the lowest cost.

OBJECTIVE	STRATEGY	ACTIONS
Low cost water supply	Provide non potable water at a low cost with steady price path	<ul style="list-style-type: none"> <li>• Monthly review of Financials</li> <li>• Access fee with free allowance and excess water charge at the same rate as base water charge</li> <li>• Keep expenditure on administration to a minimum</li> </ul>
Adequate flow to customers	Provide water at minimum of 20L/min	<ul style="list-style-type: none"> <li>• Check meters/valves/filters</li> <li>• Maintain chlorine dosing to minimise algae and shell impact</li> <li>• Regular maintenance and replacement of problem areas to ensure reliable supply</li> <li>• Encourage Maintenance Manager to have a strong sense of ownership of the scheme</li> </ul>
Maintain health of waterways	Ensure we do not impact on the quality of the water in the waterway	<ul style="list-style-type: none"> <li>• Maintain pump site with mowing/trimming</li> <li>• Monitor chlorine pump to ensure no backflow into waterway</li> </ul>
Enhanced liveability for customers	Provide water at a reasonable cost so customers use water to improve their property and lifestyle	<ul style="list-style-type: none"> <li>• Maintain the 100L allowance to encourage customers to use water</li> <li>• Keep fees and charges at a low level</li> </ul>
Create opportunities for rural business	Provide reliable non potable water at a low cost	<ul style="list-style-type: none"> <li>• Ensure maintenance is a priority to minimise disruption to supply</li> <li>• Keep fees and charges at a low level</li> </ul>
Customers assist in reporting any leaks	Customers feel a sense of belonging to the scheme	<ul style="list-style-type: none"> <li>• Newsletters twice per year</li> <li>• Annual Meeting in hall within the scheme area</li> <li>• Personal contact between customers and admin/operations staff and Directors</li> <li>• Website for updates</li> </ul>

**Silkwood Drainage Board**  
**PO Box 1756**  
**Innisfail 4860**  
**(Phone 0418733147)**

**STRATEGIC PLAN 2013 – 2014**

**Mission Statement:**

The Silkwood Drainage Board (SDB) operates under the Water Act (2000) and the Water Services and Reliability Act (2009). SDB was constituted on 20 November 1969 to provide improved drainage within the Silkwood Drainage Area by means of a system of open drains, and to ensure continued maintenance of the existing drainage works and to provide for proper administration of the drainage area.

There are 26 rural properties within the SDB area. The total rated area is 1163.14 ha and the total length of drain maintained is 17.6 Km

**Current situation:**

A new administration model is being proposed for the operation of small statutory bodies like SDB which will provide the necessary rights to have entry and levy rates but be dissolved as a statutory body. This will need to be implemented by end of June if possible

Secretarial services are unlikely to be provided into the future by the Johnstone River Catchment Management Association

**Objectives/strategies and projected results for 2013/14:**

Objective	Strategies	Results
Deliver reliable rural drainage services within the Silkwood Drainage Board area	<ul style="list-style-type: none"> <li>• Set up a new structure to run SDB outside of the Statutory Body model</li> <li>• Maintain drains in good working order</li> </ul>	<ul style="list-style-type: none"> <li>• New organisation in place by June 30??</li> <li>• Reduced unplanned maintenance incidents by good prophylactic drain management</li> </ul>
Provide opportunities for expansion of drainage area	<ul style="list-style-type: none"> <li>• Invite neighbours to join the SDB or expand the area of existing members</li> </ul>	<ul style="list-style-type: none"> <li>• An increased area of the SDB with an opportunity to reduce the rates per hectare</li> </ul>
Maintain sustainable business strategies	<ul style="list-style-type: none"> <li>• Budgets produced within the constraints of rates income</li> <li>• Surpluses generated if rate payers seek an up-grade of the system (e.g. revegetation of creeks)</li> </ul>	<ul style="list-style-type: none"> <li>• Balanced budgets</li> <li>• Improved natural resource management and less maintenance required in the long term through enhanced vegetation of creek banks</li> </ul>

Provide good governance	<ul style="list-style-type: none"><li>• Simplify our operation structure by dissolution of our Statutory Body and an adoption of the new administration model with the assistance of Dept Natural Resources and Mines</li></ul>	<ul style="list-style-type: none"><li>• Implementation of the new administration model by June 30??</li></ul>
-------------------------	---	---

Bob Stewart  
Secretary Silkwood Drainage Board  
06 May 2013

## SOUTH MAROOCHY DRAINAGE BOARD

### Our Vision

To ensure that the drainage board area is drained as effectively as possible.

### Our Purpose

To provide a coordinated drainage system for the removal and disposal of excess water from land within the catchment area.

### Risks

With cessation of sugar cane production the commercial need for drainage is diminishing which impacts upon the maintenance of the drainage system. As potentially properties sell and are developed the need for educating new landholders regarding the need to participate in the maintenance of the drainage system.

### Objectives

Maintain the drains by dredging and clearing of banks to ensure clear flow of water.

### Strategies

1. Continue to monitor drains for work required to be undertaken
2. Levy landholders as and when required to ensure enough working capital to undertake work
3. Ensure education of any new landholders in respect to the function of the drainage board and its role.
4. Consult as required with developers of land forming part of the drainage area.

### Performance Indicators

1. Inspection of drains to be conducted in June and November each year to monitor need for any work to be undertaken

# YAMBOCULLY WATER BOARD 2016-2019 Strategic Plan

## Our Vision

Yambocully Water Board will continue to supply rural water in an economically and socially equitable manner.

## Our Purpose

To supply water to our members and rural property owners

## What we value

- Accountability
- Good Governance
- Integrity
- Fairness
- Reliability

## Mission Statement

The Yambocully Water Board is a statutory body operating under the provisions of the Water Act 2000 and the Water (Safety and Reliability) Act 2008 and their associated subordinate legislation. These Acts provide the Yambocully Water Board with the ability to operate as a water board scheme delivering water to its members.

In meeting our obligations the Board strives to efficiently deliver water at a fair price through objective planning upholding the principles of a not for profit entity.

The strategic plan is to develop a long-term direction for the Board reviewing the strategic plan at the annual general meeting.

## Board Priorities 2016-2019

- Deliver allocation water from the MacIntyre River to our members through the scheme.
- Deliver stock and domestic water supply to property owners along the Yambocully Creek.
- Measure and maintain records for our members
- Maintain good communication with our members, Department of Natural Resources and Mines and Sunwater during pumping events.
- Yambocully Board will continue to improve efficiencies through management and upgrades of the scheme.
- Maintain financial viability for the board to allow members to operate into the future.

## Our Challenges

- Continue to improve timely and efficient service delivery
- Effectively communicate with Government representatives to ensure their decisions effect ratepayers in a positive manner.
- Effectively maintain pumping charges so it viable for our members to operate
- Continue communications that educate, promote awareness and foster public confidence in the boards operations.

# YAMBOCULLY WATER BOARD 2016-2019 Strategic Plan

<u>Objective</u>	<u>Strategies</u>	<u>Results</u>
The outcome we want	What we will do to achieve it	How will we assess our achievement?
<p><b>Deliver reliable rural water supply</b></p>	<ul style="list-style-type: none"> <li>➤ Maintain Assets in good working order</li> <li>➤ Deliver cost effective meter maintenance schedule</li> <li>➤ Maintain infrastructure capability</li> </ul>	<ul style="list-style-type: none"> <li>➤ Reduced unplanned maintenance incidents.</li> <li>➤ Reduced system leakage</li> <li>➤ Billed water use is accurately captured.</li> </ul>
<p><b>Maintain sustainable business strategies</b></p>	<ul style="list-style-type: none"> <li>➤ Continue to operate with the principle of sustainable business practices.</li> <li>➤ Budgets produced within constraint of rates income.</li> <li>➤ Surpluses generated are used for upgrades of the scheme and improving efficiencies.</li> <li>➤ Prudential responsibilities are maintained.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Financial statements reported monthly</li> <li>➤ Comparison of actual expenditure v's budget.</li> <li>➤ Scheme expenses and CPI increases are budgeted for.</li> </ul>
<p><b>Provide appropriately priced water</b></p>	<ul style="list-style-type: none"> <li>➤ Water pricing is on a cost recovery basis and allows for long-term sustainability.</li> <li>➤ Net margins reinvested back into the scheme</li> </ul>	<ul style="list-style-type: none"> <li>➤ Pricing mechanisms reflects fair value for money in a rural scheme.</li> <li>➤ Net margins are not excessive</li> </ul>
<p><b>Provide good governance</b></p>	<ul style="list-style-type: none"> <li>➤ Develop capabilities</li> <li>➤ Maintain good communication with all groups</li> <li>➤ Monitor risk management strategies</li> <li>➤ Maintain legislative frameworks and responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>➤ Staff are encouraged to upgrade or learn new skills.</li> <li>➤ Reduce both financial and non-financial risks.</li> </ul>