

# Gladstone Area Water Board (GAWB):

- Provides **bulk water** within Central Queensland as a **statutory authority**.
- Provides **water security** for our customers, with a focus on maintaining resilience to climate change and drought.
- Manages and sustains **assets** to optimise value.
- Contributes to **Queensland Government priorities** by underpinning regional economic growth.
- Focuses on **water affordability** while providing **value** for the Queensland Government.



# 2024 - 2028 Strategic Plan

## Risks

GAWB acknowledges and works to minimise the following risks:

- 1. Climate change and challenges to water supply reliability** - climate change impacts rainfall patterns and inflows into our storage, and also causes prolonged periods of high temperatures resulting in increased evaporation and consumption.
- 2. Economic conditions** - as the majority of our water is consumed by large industrial customers, we are impacted by national and global economic conditions.
- 3. Limited customer base, with majority industry consumption** - we have a small number of high value customers, and we are influenced by their investment, production and consumption decisions.
- 4. Workforce skills** - we compete with local industry for workforce capability.

## Opportunities

GAWB seeks to realise benefits from the following opportunities:

- 1. Resilience** - we are building our resilience to climate change, drought and acute risks including disruption.
- 2. Local investment** - we support the viability of new industrial projects by providing reliable, affordable bulk water.
- 3. Regional benefits** - we contribute to regional economic development, recreation and lifestyle.
- 4. Workforce** - through ongoing training, mentoring and leadership development we are enhancing our workforce capability.
- 5. Innovation** - we apply technology and other innovation to enhance safe, reliable and efficient water delivery.

## Our Mission

We are a leading water provider that supports our customers, community and people.

We provide an essential service that promotes the economic development and enhances the lifestyle of regional Queensland.

## Our Vision

Together delivering safe and reliable water services to enhance the liveability of our region.

# Our Values



ONE TEAM

We Work Together. Always.



SAFETY & WELL-BEING

We Look After Ourselves. And Each Other.



ENGAGE

We All Contribute. Openly.



ACCOUNTABLE

We Deliver. You and I.

# Strategic Objectives

## 1. Safe, resilient and reliable water supply

### Key Initiatives

1. Develop short to medium term future water demand scenarios to ensure we continue to meet our customer's (both existing and potential) future consumption needs.
2. Maintain effective catchment management to ensure good raw water quality.
3. Effective asset management to optimise value and performance, with reliable water treatment and distribution.
4. Continuously deliver water that meets quality standards, if relevant.
5. Promote water efficiency among our customers and community.
6. Investigate alternative water supply options to develop greater flexibility and resilience.
7. Maintain dam safety requirements.

## 2. High customer and community satisfaction

### Key Initiatives

1. Ensure customer satisfaction through the quality and reliability of our services.
2. Enhance understanding and response to customer needs and expectations.
3. Active and purposeful engagement and collaboration with our stakeholders, including with Traditional Owners.
4. Enhance stakeholder recognition and regard based on active participation and contribution to our community.
5. Continue to contribute to our local lifestyle by enhancing our recreational facilities.
6. Maximise economic and social benefit in Central Queensland through our procurement, local recruitment preference and business practices.
7. Maintain stewardship of the environment.

## 3. Skilled, safe and responsive workforce

### Key Initiatives

1. Continue to foster a positive workplace culture consistent with our values.
2. Continuously improve our safety management system to ensure the welfare of our employees, contractors, and visitors.
3. Continue to reward, retain, and attract new talent, while valuing diversity and inclusion.
4. Provide a comprehensive training and professional development program to build the skills we need now, and into the future.
5. Identify opportunities for local suppliers and promote sustainable jobs in the regional economy.
6. Identify procurement opportunities for local apprentices, trainees, and internships in significant project contracts with GAWB suppliers.

## Strong organisational culture underpinning and enabling our strategic plan:



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# Strategic Objectives

## 4. Operational Sustainability

### Key Initiatives

1. Establish the format and cadence of the Fitzroy to Gladstone Pipeline (FGP) communication strategy and reporting process to provide regular updates on the construction process to stakeholders.
2. Build the FGP network infrastructure to strengthen the resilience of our raw water network in the event of an emergency, network outage or break.
3. Investigate and implement renewable energy initiatives to reduce our carbon footprint.
4. Reduce exposure to operational and strategic risks and pursue opportunities to enhance our performance.
5. Sustain strong commercial performance through prudent and efficient use of resources.
6. Enhance capital forecasting to guide future investment and build value.
7. Develop and deliver a visible pipeline of capital and operational projects.
8. Ongoing application of technology, systems, and other innovation to drive reliability and efficiency.

## 5. Water Security

### Key Initiatives

1. Advance the Water Security Strategy to improve medium to long term water security and drought resilience for existing and future customers in the Gladstone region.
2. Further quantify and respond to potential climate change impacts on our assets and operations.
3. Develop the range of water resource yields and demand scenarios (which reflect potential future variability) to assess network resilience to future extreme weather events and improve decision support.
4. Actively participate and influence long term water security solutions.
5. Regularly review our Drought Management Plan.

## 6. Growth

### Key Initiatives

1. Assist industry and government partners in advancing the strategic benefits of Gladstone being the premier location for the Hydrogen industry in Queensland.
2. Actively engage with Government for whole-of-government coordination to expand and augment our network to be capable of delivering water security and reliability to our existing customers and hydrogen customers in the Gladstone State Development Area.
3. Promote the use of Common User Infrastructure funding models for network infrastructure's investment projects.

**Strong organisational culture underpinning and enabling our strategic plan:**



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