



Gladstone Area
Water Board

2026-2031 Strategic Plan

Five Strategic Pillars

1

*Safe, resilient,
and reliable
water supply*

2

*High customer
and community
satisfaction*

3

*Skilled, safe,
and responsive
workforce*

4

*Operational
excellence*

5

Growth

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 success and liveability of our region.

Our Values



ONE TEAM

We Work Together. Always.



ENGAGE

We All Contribute. Openly.



SAFETY &
WELL-BEING

We Look After Ourselves.
And Each Other.



ACCOUNTABLE

We Deliver. You and I.

Strategic Initiatives

1. Safe, resilient, and reliable water supply

Key Strategies

1. Develop short to long term future water demand scenarios to ensure we continue to meet our customer's (both existing and potential) future consumption needs.
2. Advance the Water Security Strategy to improve medium to long term water security and drought resilience for existing and future Central Queensland customers.
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. Support the development of a comprehensive water investment pipeline with trigger points for strategic planning and investment decisions.
5. Maintain effective catchment management to ensure good raw water quality and stewardship of the environment.
6. Effective asset management to optimise value and performance, with reliable water treatment and distribution.
7. Continuously deliver water that meets quality standards, as relevant.
8. Promote water efficiency among our customers and community.
9. Maintain dam safety requirements and leverage any required works for efficiency purposes (i.e. dam raise).
10. Regularly review our Drought Management Plan (addressing two river systems).
11. Further quantify and respond to potential climate change impacts on our assets and operations (certifications/uplift from FGP).

2. High customer and community satisfaction

Key Strategies

1. Prioritise customer satisfaction through the quality and reliability of our services and understanding of their needs and expectations.
2. Active and purposeful engagement and collaboration with our stakeholders, including with Traditional Owners.
3. Enhance stakeholder recognition and regard based on active participation and contribution to our community.
4. Continue to contribute to our local lifestyle by enhancing our recreational facilities.
5. Maximise economic and social benefit in Central Queensland through our procurement, local recruitment preference and business practices.
6. Enhance satisfaction through development of communication strategies and provision of regular updates to stakeholders.
7. Actively engage and participate with community and stakeholders to promote and expand on GAWB's brands through contribution to the region's facilities and events.
8. Actively engage with customers in relation to the Queensland Competition Authority (QCA) processes and customer pricing outcomes.

Strong organisational culture underpinning and enabling our strategic plan



ONE TEAM



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SAFETY &
WELL-BEING

Strategic Initiatives

3. Skilled, safe, and responsive workforce

Key Strategies

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. Embed the hybrid resourcing model (i.e., mix of permanent or contract team members and professional service providers) to deliver GAWBs operating obligations and strategic objectives.
4. Continue to reward, retain, and attract new talent, while valuing diversity and inclusion.
5. Provide a comprehensive training and professional development program to build the skills we need now, and into the future.
6. Create opportunities for local apprentices, trainees and internships to promote sustainable jobs in the regional economy.
7. Identify procurement opportunities for local suppliers in procurement contracts with GAWB suppliers.

4. Operational excellence

Key Strategies

1. Build, deliver and integrate the FGP network infrastructure to strengthen the resilience of our raw water network in the event of an emergency, network outage or break.
2. Investigate and implement renewable energy initiatives to reduce our carbon footprint.
3. Reduce exposure to operational and strategic risks and pursue opportunities to enhance our performance.
4. Sustain strong commercial performance through prudent and efficient use of resources.
5. Enhance capital forecasting to guide future investment and build value.
6. Ongoing application of technology, systems, and other innovation to drive reliability and efficiency.
7. Deliver identified reform programs within the business.
8. Advance Aquaculture Gladstone Commercialisation Strategy including to develop, protect and deliver commercial product opportunities.

5. Growth

Key Strategies

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 hydrogen customers in the Gladstone State Development Area.
3. Promote the use of Common User Infrastructure funding models for network infrastructure investment projects.

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