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**North Queensland
Water Infrastructure Authority**

Corporate Plan 2018-19

Introduction

I am pleased to introduce the first corporate plan for the North Queensland Water Infrastructure Authority.

The Authority's role is to provide rigorous, independent, and balanced advice to the Minister responsible for the Authority, commission research into prospective water projects, and appropriately manage water infrastructure projects as directed by the Minister.

The 2018-19 North Queensland Water Infrastructure Authority Corporate Plan has been prepared to meet the requirements of paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

The plan covers the four years from 2018-19 to 2021-22.

Richard McLoughlin

Chief Executive Officer



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Purpose

The North Queensland Water Infrastructure Authority (NQWIA) was established on 12 March 2019 to provide strategic planning and coordination of Commonwealth resources to implement water projects in northern Queensland.

Environment

For the four year period covered by this Corporate Plan, NQWIA's role is to progress the development of water resource infrastructure projects in North Queensland, through strategic planning, project management, and coordination of information sharing among relevant regulatory authorities and stakeholders. In general terms, north Queensland is defined for the Authority's purpose as the area of the state of Queensland north of the Tropic of Capricorn.

The North Queensland Water Infrastructure Authority (NQWIA) is an Executive Agency under Section 65 of the Public Service Act 1999, with the following responsibilities:

1. to provide strategic planning and coordination of Commonwealth resources to implement the Hughenden Irrigation Scheme project and the Hells Gates Dam Scheme (including Big Rocks Weir) project;
2. to coordinate information sharing among relevant regulatory authorities necessary to implement the Hughenden Irrigation Scheme project and the Hells Gates Dam Scheme (including Big Rocks Weir) project;
3. to provide advice to the Minister on the progress of the Hughenden Irrigation Scheme and the Hells Gates Dam Scheme (including Big Rocks Weir) project; and,
4. to undertake other relevant tasks as the Minister may require from time to time.

On 5 April 2019 the scope of the NQWIA was expanded to include other water infrastructure projects in regional Queensland including the Rookwood Weir, Mareeba-Dimbulah Water Supply Scheme and the Nogoia Mackenzie Water Supply Scheme.

The NQWIA seeks to play a key role in planning and coordinating the implementation of major water infrastructure feasibility studies, business cases and capital works projects across northern Queensland.

For the initial period covered by this Corporate Plan, the NQWIA will focus on establishing and building its presence, through the employment of locally based staff and sourcing local office accommodation wherever possible and by utilising regional expertise. The NQWIA will also progress implementation of projects under its responsibility, to ensure stakeholder confidence remains strong.

The NQWIA's primary role is to advise the Australian Government on potential water infrastructure projects in northern Queensland supported under the \$1.3 billion National Water Infrastructure



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Development Fund (the Fund). The Fund implements the Australian Government's commitment to identify and build water infrastructure, including dams, weirs, pipelines, wastewater treatment and reuse schemes and managed aquifer recharge schemes to capture and store the water needed to secure the nation's water supplies, deliver strong economic benefits for Australia whilst also protecting our environment.

Under the Fund, the Australian Government co-invests with state and territory governments in the assessment, planning, design and construction of water infrastructure that will provide secure and affordable water to support the growth of primary industry sectors and enhance the prosperity of rural and regional economies and communities across Australia.

The Australian Government's current and future investments in northern Queensland under the National Water Infrastructure Development Fund recognise the development opportunities for new water capture, storage and supply infrastructure, to support irrigated agriculture growth, enhance farm businesses, boost community drought resilience, and create new job opportunities.

The projects assigned to the NQWIA reflect the past efforts of many stakeholders in identifying viable and/or prospective water infrastructure projects in the region and represent a new phase in moving from investigations to implementation.

Performance

Outcomes

1. Progress the development of water resource projects in North Queensland, through strategic planning and coordination of information sharing among relevant regulatory authorities and stakeholders.

In 2018-19 the NQWIA will achieve this through:

- a. Formal establishment of the Authority as an executive agency including the appointment of an interim Chief Executive Officer, and Canberra-based support staff;
- b. Progressing agreement with Queensland for Hells Gates Dam Business Case funding arrangements, to enable timely commencement in 2019-20;
- c. Progressing agreement with Queensland for Rookwood Weir funding arrangements;
- d. Transfer of ongoing management for the Mareeba-Dimbulah Water Supply Scheme and the Nogo Mackenzie Water Supply Scheme from the Department of Infrastructure, Transport, Cities and Regional Development; and
- e. Oversight progression of Hughenden Irrigation Scheme analysis project, funded through the Community Development Grants Programme.



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In 2019-20 the NQWIA will achieve this through:

- a. Finalising co-funding and revenue sharing arrangements for Rookwood Weir project with QLD;
- b. Co-funding the commencement of building work at Rookwood Weir, including surveying and road/dam construction activities;
- c. Appointment of up to 4 Townsville-based staff, and other regionally-based personnel as required;
- d. Appointment of ongoing Chief Executive Officer and Advisory Panel;
- e. Oversight completion of Hughenden Irrigation Scheme analysis project, funded through the Community Development Grants Programme;
- f. Oversight progression of Hells Gates Dam Business Case and authorising payments against completed milestones;
- g. Monitoring of Mareeba-Dimbulah Water Supply Scheme and the Nogoia Mackenzie Water Supply Scheme projects, and authorising payments against completed milestones; and
- h. Completion of other activities or projects as requested by the Minister.

In 2020-21 the NQWIA will achieve this through:

- a. Monitoring of Rookwood Weir project, and authorising payments against completed milestones;
- b. Oversight progression of Hells Gates Dam Business Case and authorising payments against completed milestones;
- c. Monitoring of Mareeba-Dimbulah Water Supply Scheme and the Nogoia Mackenzie Water Supply Scheme projects, and authorising payments against completed milestones;
- d. At least 4 meetings of the Advisory Panel undertaken and associated documentation completed; and
- e. Completion of other activities or projects as requested by the Minister.

In 2021-22 the NQWIA will achieve this through:

- a. Monitoring of Rookwood Weir project, and authorising payments against completed milestones;
- b. Authorising final payments against Hells Gates Dam Business Case, in line with practical project completion;
- c. Authorising final payments against Mareeba-Dimbulah Water Supply Scheme and the Nogoia Mackenzie Water Supply Scheme projects, in line with practical project completions;
- d. At least 4 meetings of the Advisory Panel undertaken and associated documentation completed; and
- e. Completion of other activities or projects as requested by the Minister.



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North Queensland Water Infrastructure Authority – Project progress targets.

	2018-19	2019-20	2020-21	2021-22
Hughenden Irrigation Scheme feasibility study	60%	100%		
Hells Gates Dam Business Case	0%	33%	66%	100%
Rookwood Weir	0%	18%	42%	78%
Nogoa-Mackenzie water and irrigation supply scheme upgrade project	0%	33%	66%	100%
Mareeba-Dimbulah water and irrigation supply scheme upgrade project	0%	22%	72%	100%

Capability

Fully staffed, the NQWIA will consist a Chief Executive Officer (CEO) and up to nine staff based in Canberra, Townsville, and elsewhere in northern Queensland as necessary to support timely project implementation. Staff will be engaged on the basis of their skills and expertise in project management, policy formulation, regional development and infrastructure, using merit-based processes. In addition, the NQWIA will be supported by a suitably qualified advisory panel to assist in the performance of its functions.

The NQWIA will have a service level agreement with the Department of Infrastructure, Regional Development and Cities for the provision of corporate services to the NQWIA.

Risk oversight and Management

The NQWIA is committed to an active risk management program extending to all aspects of its operations. In accordance with the PGPA Act requirements, the NQWIA has:

1. an appropriate system of risk oversight and management for the entity; and
2. an appropriate system of internal controls for the entity.

Oversight and Reporting

The CEO is responsible for oversight of risk including reviewing the framework, and the risk review process, updating records and reporting through an appropriate Audit Committee. Provision of services will be via a Service Level Agreement between the NQWIA and the Department.



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Review of the NQWIA's key functions and strategic environment has developed three Enterprise Level Strategic Risks facing the authority, as follows:

1. Sound governance and resource management;
2. Maintenance of relationships with stakeholders; and
3. Maintenance of a high level of reputational integrity.

The NQWIA Strategic Risk Register will identify a number of existing controls required to reduce and mitigate these risks. This risk register will be overseen by the Audit Committee and will be updated annually to ensure that the strategies reduce the NQWIA's exposure to the materialisation of its Strategic Risks.

The NQWIA will have an Operational Risk Register that is updated annually to ensure appropriate checks and balances are in place to mitigate against any operational risks and it will be tested biennially through an independent external review.

The NQWIA will have a Fraud Control Plan that is updated biennially and a Fraud Risk Assessment Plan that outlines potential areas of risk and identifies mitigation strategies. The Fraud Risk Assessment Plan is reviewed annually.



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Contact

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