Strategic Plan
DEPARTMENT OF WATER
2007-08
Strategic Plan Overview

Our Vision – “The Ideal Future”
Highest and best use of Western Australian water resources.

Purpose – “Why We Exist”
The Department of Water ensures that the State’s water resources are planned and managed to meet community requirements, now and into the future.
What we do

The Department of Water leads the management of the State’s water resources. We do this by informing the government and the community on the quantity, quality, use and availability of the State’s water resources and by ensuring that West Australians have access to water services.

These responsibilities can be summarised into four key roles:

**Water Governance**
To improve and facilitate the governance of water resources and the water industry so all West Australians have access to the water services they need.

**Our role**
- Develop a **vision** for the water industry in Western Australia
- Establish a **policy and planning framework** for managing water resources and the water industry
- Put in place effective **management mechanisms** (ie education; legislation; consultation; influencing change)
- Encourage **sound and transparent decision making** (ie consistent; fair; defendable).

**Water Knowledge**
To increase our knowledge of Western Australia’s water resources and set values that govern its management.

**Our role**
- Increase our knowledge of ground and surface **water resources**
- Increase our knowledge of **water available for re-use** and innovative techniques that support this
- Increase our knowledge of the **social, economic, and environmental dependencies** associated with these resources
- Set **values for water**
- Increase our knowledge of the impact of **climate change**
- Increase our knowledge of the **risk and threats** to these water resources and their availability
- Increase our knowledge of **supply and demand** trends
- Investigate new and **innovative ways** to address threats to resources
- Provide **water information**.
Water Use and Impact Management
To manage people’s use of and impact on water resources.

Our role
• Manage the availability of water
• Ensure that water is used wisely for its specific purposes
• Undertake water resource and water service planning for the State
• Facilitate the balance between local, regional and state development needs
• Protect against undesired impacts and consequences
• Restore resources to agreed values
• Bring certainty for water users, and allow them greater scope to plan agricultural and other activities.

Capacity Building
To increase our own knowledge and that of the community, leading to appropriate corporate, community and individual actions.

Our role
• Be responsive to stakeholder needs
• Work collaboratively with stakeholders in raising awareness of water resource management issues
• Develop structures / frameworks to improve stakeholders’ management of water resources
• Transfer knowledge and information to stakeholders to enable good decision making in water resources management
• Develop and support integrated programs between the public, private and academic sectors to build knowledge and skills
• Develop and enhance internal capacity within the Department of Water.

The Department of Water delivers its roles within a program structure of four programs, each supported by corporate services. This approach enables program delivery throughout the State. The four programs are:

1 Value from Water
Achieving full water cycle management across the State.

2 Water Availability
To investigate, protect or recover water and waterways to best meet social, economic and environmental needs.

3 Water Allocation
Water allocation and sharing based on acceptable impacts, considering social, economic and environmental values.

4 Capability and Delivery
Provide effective and efficient people, infrastructure and information to enable and deliver our programs and services.
Strategic Overview

The Department of Water delivers its roles through a program structure as illustrated below.
## 1 Value from Water Program

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<th>Outcomes</th>
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<th>Years 3-5</th>
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</table>
| 1.1 Adopted best water management philosophies, policies and practices | 1 Continuously review international and national developments and best practice in water management  
- Develop water industry policies to cover areas / issues that need reform  
- Collaborate with Water Corporation on third party access  
- Develop competition policy for water service provision  
- Represent the State position in National discussions on water  
- Implement 2006-07 National Water Initiative (NWI) measures and frameworks  
- Monitor implementation of reform programs:  
  - National Water Initiative  
  - Governmental Response to the Water Resource Irrigation Report  
  - State Water Plan. | 2 Advise government on how to improve the performance of the water industry.  
3 Produce biennial report on compliance with the NWI and special conditions. |
| 1.2 Planning Framework for water resources planning and management | 1 Establish a water planning framework for strategic and detailed water planning.  
2 Develop Regional Water Plans:  
  - Complete South West Water Plan  
  - Complete Pilbara Water Plan  
  - Progress Gnangara Sustainability Strategy  
  - Commence Perth-Peel Water Plan  
  - Commence Mid-West Water Plan  
  - Commence Kimberley Water Plan  
  - Commence Great Southern Water Plan.  
3 Establish water resources development planning capacity  
  - Assess water resources availability  
  - Assess sector-based demands and trends  
  - Identify strategic planning needs. | 4 Develop Regional Water Plans:  
Complete:  
  - Gnangara Sustainability Strategy  
  - Perth-Peel Water Plan  
  - Mid-West Water Plan  
  - Kimberley Water Plan  
  - Great Southern Water Plan  
Commence:  
  - Gascoyne Water Plan  
  - Goldfields-Esperance Water Plan  
  - Wheatbelt Water Plan. |
| 1.3 Strategic water issue planning | 1 Scan and identify strategic issues facing water management in Western Australia  
  - Respond to climate change impacts on water resources. | 2 Scan and identify strategic issues facing water management in Western Australia. |
### Key Strategies and Priorities:

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| **1.4 Policy framework in place to support service provision** | 1 Revise and document water service policies  
   - Continue to interact with the Economic Regulation Authority  
   - Rewrite, update and disseminate a revised 'customer service brochure'. | 2 Develop and document a suite of policies for licensing water service providers.  
   3 Develop a broader and more strategic view of customer service for water service providers (e.g., water industry customer code). |
| **1.5 Community access to water supplies and water services to meet essential needs** | 1 Develop plans and policies that result in state-wide service availability  
   - Continue implementing the Rural Water Plan and its programs in dryland areas of the State  
   - Develop policies and standards for enhancing Indigenous water services  
     - Develop a database of Indigenous community water information  
     - Project manage the implementation of water service improvements to Indigenous communities. | 2 Review of rural water plan on a regular basis.  
   3 Continue to implement plans and policies. |
## 2 Water Availability Program

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<tr>
<td><strong>2.1 Good knowledge to make informed management decisions</strong></td>
<td>1 Investigate and understand the State’s surface water and groundwater resources; focusing on the priorities of:</td>
<td>6 Progress the State groundwater investigation program.</td>
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<td>• Developing techniques for investigating surface water / groundwater interactions</td>
<td>7 Progress the State surface water assessment program.</td>
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<td>• Developing the State surface water assessment program</td>
<td>8 Conduct allocation planning for South West (SWAMS) and Perth area (PRAMS).</td>
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<td>• Progressing the State groundwater investigation program</td>
<td>9 Develop an approach to assess the influence of climate change on water resources.</td>
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<td>• Developing sustainable surface water diversion limits for the South West</td>
<td>10 Develop risk assessment capability for contaminants in water intended for reuse.</td>
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<td>• Conducting a strategic review of the State’s surface water and groundwater measurement network.</td>
<td>11 Complete assessment of aquatic impacts of acid sulphate soils and provide means for ongoing assessment of impacts.</td>
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<td>2 Assess the impacts of climate variability on water resources</td>
<td>12 Develop a physical and biogeochemical estuarine model to assess environmental flows and manage water quality.</td>
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<td>• Using global climate models, predict the impacts of climate change on the Serpentine, Denmark and Stirling catchments.</td>
<td>13 Provide integrated decision support models linking surface and groundwater throughout the South West.</td>
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<td>3 Develop strategies to better understand risks and impacts on receiving waters. Priorities to include:</td>
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<td>• algae toxicity risk</td>
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<td>• recycling ecotoxicity risks</td>
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<td></td>
<td>• Acid Sulfate soils</td>
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<td></td>
<td>• Contaminated drainage</td>
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<td>4 Use and develop predictive tools to understand catchments, waterways and groundwater resources</td>
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<td></td>
<td>• Develop Decision Support modelling to assess and manage impacts of land and water use on water quality and quantity</td>
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<td>• Develop a decision support system to present options to develop salinity and water quality targets and agree on actions and trade-offs if required</td>
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<td>• Complete and refine groundwater models for Collie, Gngara and Yarragadee.</td>
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<td>5 Evaluate the efficiency and effectiveness of sustainable salinity engineering for managing Wheatbelt salinity</td>
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<td></td>
<td>• Construct and evaluate deep drains, groundwater pumps and raised beds</td>
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<td>• Evaluate potential impacts of engineering options on downstream environments</td>
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<td>• Evaluate rehabilitation of soils after dewatering.</td>
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<td>• Understand acid groundwater discharge and ways of managing it</td>
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<td>• Undertake catchment and regional scale drainage assessments for the Yenyening and Yar Yarra catchments and the Avon and Blackwood Basins.</td>
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<tr>
<td>Outcomes</td>
<td>Key Strategies and Priorities:</td>
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| **Years 1 and 2** | 1. Develop an approach to integrating water and land use planning  
- Facilitate urban drainage planning in priority areas of:  
  - Byford  
  - Jandakot (Mandogalup to Wellard)  
  - Caversham – West Swan  
  - Baldivis – Karnup  
  - Mandurah – Pinjarra  
  - Mundijong – Whitby  
  - North Mandurah  
  - East Wanneroo  
  - Preston Beach  
  - Point Grey  
  - Alkimos.  
2. Develop conceptual best management practice for urban, coastal and inland drainage focusing on:  
- completion of an urban stormwater manual; and  
- working with industry to develop and apply best practice drainage skills.  
3. Develop a framework for large scale Wheatbelt drainage  
- Develop rural drainage statement  
- Establish Wheatbelt Drainage Council  
- Develop Wheatbelt drainage guidelines  
- Facilitate and evaluate catchment and regional scale drainage governance arrangement for the Yarra Yarra, Beacon and Dumbleyung drainage schemes. |
| **Years 3-5** | 4. Deliver drainage and water management plans.  
5. Influence decision-makers.  
6. Develop, evaluate and demonstrate best management practice integrating water and land planning.  
7. Review and evaluate pilot drainage governance projects and implement a state-wide framework for urban, coastal and rural areas. |
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<td><strong>2.3 Risks managed to protect drinking water sources</strong></td>
<td>1 Protect quality of existing and new water sources  - Complete target levels for source protection plans and water source protection notes  - Complete priority plans and policies to enhance protection of drinking water sources  - Review the Department’s land assets, organisational structure and management frameworks to ensure sustained land management activity that meets our water and waterways, protection, allocation and planning objectives.</td>
<td>2 Enhance statutory processes for water source protection.  3 Complete and implement source protection plans for current sources and new drinking water sources (2012).  4 Complete land use guidance documents to complement the Land Use Compatibility Table.  5 Acquire and manage the land assets required by the Department to ensure we meet our water and waterways, protection, allocation and planning obligations.</td>
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<td><strong>2.4 Water resources recovered to agreed values</strong></td>
<td>1 Develop a waterways program with a focus on recovery for priority areas of:  - Vasse Wonnerup Estuary  - Leschenault Estuary  - Peel-Harvey  - Torbay Inlet  - Blackwood River  - Hotham Williams.  2 Plan and implement options for salinity recovery of potential water supply catchments  - Develop salinity situation statements for Kent and Helena catchments  - Develop a Warren salinity recovery plan  - Implement Collie and Denmark River salinity recovery programs.</td>
<td>3 Improve capacity for catchment and waterway modelling.  4 Implement Water Resource and Waterway Recovery programs for priority areas.  5 Deliver technical support for sound water resource management.</td>
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<td><strong>2.5 Floodplain management to protect community and riparian values</strong></td>
<td>1 Develop a WA Floodplain Management Manual.  2 Enhance State flood forecasting / warning capabilities.</td>
<td>3 Implement WA Floodplain Management Strategy programs.</td>
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# 3 Water Allocation Program

## Key Strategies and Priorities:

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| **3.1 Balanced water needs**  | 1. Plan for future water needs  
   • Assess future water needs and initiate investigation and planning to secure a balanced water future  
   • Develop and apply decision support tools to define water resource objectives and set water availability at a strategic and operational scale.  
   2. Put the Water Reform recommendations in place  
   • Participate in and lead, where appropriate, water reform initiatives that will shape the Water Allocation Program  
   • Initiate process, policy and systems development for implementing water reforms, including transitional arrangements. | 3. Plan for future water needs  
   • Complete strategic water future plans.  
   4. Review progress of Water Reform implementation. |

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*Image of a large mining machine*
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| **3.2 Water availability defined** | 1 Determine water availability and access in priority management areas through water allocation planning:  
- Complete seven water allocation plans:  
  - Ord  
  - Murray  
  - Kemerton  
  - Carnarvon Artesian Basin  
  - Esperance  
  - Rockingham  
  - Cockburn  
- Produce five interim water allocation plans:  
  - South West Groundwater Areas  
  - Gnangara Groundwater Areas  
  - Upper Collie Surface Water and Groundwater  
  - Whicher Surface Water  
  - Pilbara (strategic issues). 2 Define water availability in all other areas  
- Start revising water availability rules for all management areas based on best available information  
- Improve systems to support water availability information. 3 Improve policy and planning process for water availability  
- Develop modern framework for water allocation management plans and planning process. | 4 Determine water availability and access in priority management areas  
- Produce statutory water allocation plans for:  
  - South West Groundwater Areas  
  - Gnangara Groundwater Areas  
  - Pilbara Groundwater Area(s)  
  - Upper Collie Surface Water / Groundwater  
  - Lower Collie Surface Water  
  - Whicher Surface Water  
  - Warren-Lefroy Surface Water  
  - Ord River Surface Water  
  - La Grange Groundwater Area  
  - Gingin Brook Surface Water  
  - North Perth Basin Groundwater Area  
  - Canning River Surface Water  
  - Perth South & Jandakot Groundwater Areas  
  - Serpentine Groundwater Area  
  - Marbelup Surface Water  
  - Denmark Surface Water  
  - Albany Groundwater Area  
- Produce additional statutory water management plans as determined by business priority  
- Complete revision of water availability for all management areas based on best available information  
- Apply modern water access policy through allocation plans. |
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| **3.3 Water available for use optimised** | 1 Promote wise use of water  
• Establish a Water Recycling and Efficiency Branch  
• Commence development of a State Water Recycling Strategy  
• Commence identification of water efficiency initiatives to influence licensing and allocation planning  
• Complete the installation of 200 meters in Carabooda, Nowergup and Mariginiup sub areas of the Gnangara Mound and communicate with the next area for meter installation  
• Research and prepare our approach to implementing a state-wide metering program that supports the NWI  
• Introduce efficiencies into existing licensing business.  
2 Reform of the business of water licensing and entitlements  
• Undertake systems analysis to support reform initiatives  
• Develop entitlements and register policy positions  
• Ensure appropriate data are available for decision making  
• Progress licensing fees and systems to implementation stage  
• Commence development of water accounting framework. | 3 Promote wise use of water  
• Implement water efficiency initiatives  
• Implement water recycling initiatives  
• Complete metering installation in two NWI-agreed priority areas of the State  
• Develop water use policy in accordance with the water reform direction. |
| **3.4 Risks and impacts of water use understood and managed** | 1 Improve identification of water resource objectives  
• Improve knowledge and methodologies to establish water resource objectives, including environmental water objectives, in the context of climate uncertainty and competing demand  
• Maintain knowledge and methodologies to support health of waterways and aquifers impacted by water use.  
2 Adaptive management  
• Develop effective monitoring, reporting, feedback and evaluation mechanisms to meet multiple objectives. | 3 Adaptive management  
• Continue to improve and maintain methodologies to establish and achieve multiple objectives  
• Describe and apply management approaches to meet water resource objectives, including environmental water objectives. |
## 4 Capability and Delivery Program

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| **4.1 Strong corporate governance** | 1 Improve accountability and performance  
• Develop a new governance framework to optimise accountability and performance  
• Progress Machinery of Government legislation through Parliament  
• Develop water resource and water service legislation to implement water reform:  
  - Water Resources Act  
  - Water Services Act  
  - Water Corporations Act  
• Implement the strategic audit and review program  
• Review existing boards and committees in light of new legislation and departmental and Ministerial needs  
• Establish delegations for all decision making  
• Set performance targets and objectives  
• Undertake periodic reviews of performance and facilitate improvements  
• Implement integrated risk mitigation practices that reduce organisational risks. | 2 Improve accountability and performance  
• Ensure management and support of relevant decision making bodies  
• Ensure departmental and Ministerial Boards and Committees are providing appropriate advice to enable the Department to undertake its function. |

| **4.2 The Department of Water recognised and respected by its stakeholders** | 1 Strengthen community engagement  
• Develop and implement a stakeholder engagement strategy  
• Increase the profile of the Department through marketing and public relations  
  - Publish a 2007-10 Strategic Plan  
  - Organise 2007 Water Awards  
• Establish policies and procedures to enable us to consult, engage and interact effectively with all stakeholders  
  - Develop a consultation mechanism with Indigenous groups and councils statewide  
  - Build relationships with key industry and community stakeholders  
• Collect stakeholder feedback on our performance. | 2 Continuously engage our stakeholders in the delivery of our business  
• Continued delivery of products and services that meet stakeholder demands  
• Guide community-based decision making on local issues  
• Ensure ongoing Indigenous involvement and engagement in the business activities of the Department  
• Evaluate the success of the work performed in first two years. |
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| 4.3 Enhanced internal capability | 1 Acquire and develop the capability of our people  
- Develop a new workforce plan to meet future business needs  
- Continue to attract and retain skilled people  
- Implement training and development opportunities  
- Implement equity and diversity strategies that support public sector initiatives  
- Continue OHS training and develop a corporate health program  
- Seek staff feedback.  
2 Improve our information and systems to support decision making  
- Develop and implement a governance model for information management  
- Develop a five-year strategic and operational Information Plan  
- Improve stakeholder access to services and information via the internet  
- Establish a rigorous project management philosophy  
- Build capacity to meet the increasing demands of a measurement and water information program  
- Expand our data libraries to include biological and social information  
- Improve asset maintenance to better support data collection activities  
- Optimise the management and use of spatial information to further enhance business decisions  
- Reduce data backlogs and improve data integrity  
- Conduct investigation and enforcement under water legislation to achieve improved compliance with licensing and allocation conditions.  
3 Maintain secure long-term financial viability  
- Improve financial and asset planning and reporting processes  
- Deliver priority departmental programs within budget and agreed timeframes. | 4 Acquire and develop the capability of our people through:  
- ongoing core business skills training; and  
- ongoing development of equity and diversity strategies.  
5 Improve our information and systems to support decision making  
- Continue to identify opportunities for stakeholders and the Department to leverage information and technology to deliver strategic outcomes  
- Progress corporate systems that support project and business management  
- Maintain data collection assets across the State  
- Maintain skills levels of staff involved in providing measurement services  
- Progress the concept of a State water resource data base.  
6 Maintain secure long-term financial viability  
- Enhance cash flow management across programs  
- Dispose of non-performing assets  
- Improve capital works planning. |
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Telephone: (08) 9965 7400
Goldfields: Viskovich House, 377 Hannan Street, Kalgoorlie
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Swan Avon: 7 Ellam Street, Victoria Park, Perth
Telephone: (08) 6250 8000
Kwinana Peel: 2 Stidworthy Court, Kwinana
Telephone: (08) 9411 1788
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Telephone: (08) 9726 4111
South Coast: 5 Bevan Street, Albany
Telephone: (08) 9842 5760

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