

**Dumaresq-Barwon
Border Rivers Commission**

2021 – 2024

4 Year Business Plan

November 2020 Update



Dumaresq-Barwon Border Rivers Commission
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ISSN: 1839-4752

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About the Business Plan

The Dumaresq-Barwon Border Rivers Commission Business Plan describes the four-year high level strategy outlook for financial years 2021 to 2024. It is refreshed annually after the Commission's Strategic Planning Day.

The Dumaresq-Barwon Border Rivers Commission operates in the upper Murray Darling Basin. It is recognised as a not-for-profit, unincorporated government Statutory Body in both Queensland and New South Wales.

Version Control

| Version | Reason for Update | Approved |
|----------------|--------------------------------------|---------------|
| September 2018 | Original draft | |
| October 2018 | Inclusion of budget and risks update | 26 Nov 2018 |
| December 2018 | Updated after Planning Day Workshop | |
| September 2019 | Updated after Planning Day Workshop | 25 March 2020 |
| December 2020 | Updated after Planning Day Workshop | 24 March 2021 |

Public availability

Electronic copies of the Dumaresq-Barwon Border Rivers Commission Business Plan are available online at <https://www.brc.gov.au/publications.html>.

Limited printed copies are available by phoning **(07) 3330 4455** Monday to Friday between 9am-3pm or emailing brc@rdmw.qld.gov.au.

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Overview

This document outlines the high-level business plan for the Dumaresq-Barwon Border Rivers Commission (the Commission). The plan has a four-year outlook and will be refreshed annually after the Commission's Strategic Planning Day.

The Business Plan was updated following the Commission's November 2020 Strategy Day.

It informs the Commission's strategic direction and budget for the 21/22 financial year and beyond.

About the Dumaresq-Barwon Border Rivers Commission

The Commission operates in the upper Murray Darling Basin.

The Commission was constituted under the provisions of the New South Wales-Queensland Border Rivers Agreement made on 27 August 1946. The Agreement was ratified by legislation in each State. The Agreement provides for the sharing of waters of the rivers and streams which either form or intersect the boundary between the two States and the associated groundwater resources, and sets out the functions of the Commission.

The Commission determines, enables, and monitors each State's eligible share of water. Specifically, the purpose of the Commission is to implement the agreement made between the governments of Queensland and New South Wales in relation to:

- Implement agreed water sharing arrangements in the Queensland-New South Wales border region;
- Operate and maintain jointly "owned" water infrastructure (investigating, constructing and operating works to conserve and regulate those waters were considered desirable); and
- Certain investigative functions to identify and report on potential improvements for water sharing equity between the States in the border region.

The Commission is made up of an Independent Chair and two Commissioners from each State (which includes Deputy Commissioners from each State).

The Commission is a joint operation with each State retaining 50% shareholding control, Commission expenses incurred are funded 50:50 by each State and each State has 50% ownership of the Commission's \$158 million bulk water infrastructure asset portfolio.

The Dumaresq-Barwon Border Rivers Commission is recognised as a not-for-profit, unincorporated government Statutory Body in both Queensland and New South Wales.

The Commission's Goal and Objectives

The Commission's goal is to ensure that the rivers at the New South Wales – Queensland border are managed sustainably with clear and simple governance and service delivery arrangements in place. The Commission will get its fundamentals right to support good governance, effective service delivery and run the business as a going concern.

We will do this by:

- Managing the business prudently and efficiently whilst ensuring financial sustainability;
- Establishing long term plans (10 years) for sustainably managing the business, the desired levels of service and associated assets;
- Clearly identifying risks and developing relevant mitigation plans;
- Ensuring high levels of transparency in relation to our activities.

Table 1 Dumaresq-Barwon Border Rivers Commission goal, objectives and key initiatives

| Goal | The border rivers are managed sustainably with clear and simple governance and service delivery arrangements |
|--|--|
| Business objectives | Key initiatives |
| 1. Prudent and efficient management | Scope of service obligations Governance framework Long term financial plan Cost and price review |
| 2. Sustainable service delivery | Asset strategy and management plan Sustainable service provider arrangements |
| 3. Risk management | Risk management plan and framework Public safety strategy Business continuity |
| 4. Transparent operations | Stakeholder engagement plan Performance reporting review Performance audit |

Key Initiatives Description

1. Prudent and efficient management

Table 2 Business Objective Prudent and efficient management key initiatives

| Key Initiative | Description | Outcomes |
|------------------------------|---|---|
| Scope of service obligations | <ul style="list-style-type: none"> • The Commission undertakes certain activities (such as the provision of water supply and sewerage services to the Glenlyon Tourist Park) that are not clearly prescribed in any current legislative or other arrangements with its Shareholders • The purpose of this initiative is to seek written confirmation from the shareholders of their expectations of the | <ul style="list-style-type: none"> • Ensure the Commission is compliant with its legislative and other requirements and is fulfilling the statutory obligations expected of it by its Shareholders. • Clarity about services needed from Shareholders (An Agreed Scope of Services) • Ensure that the Commission is not conducting activities that are the |

| Key Initiative | Description | Outcomes |
|---------------------------------|--|--|
| | <p>Commission in respect of its service obligations</p> | <p>responsibility of others (duplication of service and not over servicing)</p> |
| <p>Governance framework</p> | <p>The Commission will have a Governance Framework that identifies or includes:</p> <ul style="list-style-type: none"> • An updated governance structure. • A forward calendar of meetings • A regular review of Indemnities and Insurances • A regular review of documentation and critical business processes • A delegations matrix • A succession plan for Commissioners and key personnel (to also address Diversity within the Commission) • Code of conduct • Appropriate charters and performance reporting requirements | <ul style="list-style-type: none"> • Having a robust governance framework to provide the Commission and its key stakeholders with the confidence the Commission’s activities are well managed • Clear delegations of authority documented and in place • Mature governance arrangements with high performance committees • Has established budgeting and financial management manuals that detail arrangements for budgets, financial reporting, management accounting and invoicing and reporting details from service providers. • Clear policies and procedures for the management of the annuity account including accumulation of funds, draw down and use of funds and any agreed debt facility |
| <p>Long term financial plan</p> | <ul style="list-style-type: none"> • Based on the Asset Management Plan and this Business Plan, develop a ten-year financial plan for the business • The plan is to include a forward “call-up” for the Commission • The plan will incorporate the Commission’s Service Provider’s prudent and efficient costs | <ul style="list-style-type: none"> • A model that clearly sets out the Commission’s costs and associated call-up for the future ten-years • Financial sustainability for the Commission • Transparency to State Governments • Ensure that the Commission would have access to sufficient funds for emergency repairs. Could be funded from insurance and/or call up from States |
| <p>Cost and price review</p> | <ul style="list-style-type: none"> • Undertake an initial (and then regular) external review of the Commission’s costs and prices to ensure cost transparency (prudence and efficiency) | <ul style="list-style-type: none"> • Third party assurance that the Commission’s costs and services are prudent and efficient. |

2. Sustainable service delivery

Table 3 Business Objective Sustainable service delivery key initiatives

| Key Initiative | Description | Outcomes |
|---|--|--|
| Asset strategy and management plan | <ul style="list-style-type: none"> The Commission has an existing Asset Management Plan (AMP) which is primarily used for financial reporting requirements. This initiative is aimed at updating the AMP in conjunction with the 'service provider/s' to ensure that it is consistent with ISO55000. This plan is to <ul style="list-style-type: none"> Clearly sets out the service standards for the Commission's assets; Develop a condition based renewals program for the Commission's assets; and Identify an external obligations that may trigger upgrades to the Commission's assets (e.g. Dam Safety, Public Safety, and Environmental, such as fish migration). | <ul style="list-style-type: none"> A clear strategy and understanding of the service standard expectations from the Commission's assets, now and into the future Clear objectives for each facility A robustly costed plan to ensure those service standards can be achieved or sustained into the future |
| Sustainable service provider arrangements | <ul style="list-style-type: none"> This initiative aims to review and put in place secure arrangements with all of the Commission's Service Providers Establish appropriate financial timelines for budgets, invoicing and reporting details from service providers. | Clear assignment of risks and contractual and commercial arrangements with Service Providers: <ul style="list-style-type: none"> Asset manager (Qld Sunwater Ltd) River manager (WaterNSW) Hydrometric network operators (Qld Department of Regional Development, Manufacturing and Water (DRDMW) and WaterNSW) |

3. Risk management

Table 4 Business Objective Risk management key initiatives

| Key Initiative | Description | Outcomes |
|------------------------------------|---|---|
| Risk management plan and framework | <ul style="list-style-type: none"> The Commission will maintain a robust Risk Management Plan (RMP) that defines the approach that the Commission will take to the management of risks that may have an impact on the achievement of | <ul style="list-style-type: none"> The risk management plan and framework provides the Commission and stakeholders with clarity and understanding of the risks to be managed by and within |

| Key Initiative | Description | Outcomes |
|-------------------------------|--|---|
| | <p>Commission business and operational outcomes. The RMP includes:</p> <ul style="list-style-type: none"> • Clear risk policy, • Definition of risk appetite and tolerability, • Dynamic risk register with risk treatment plans to inform this Business Plan. | <p>the business and informs works programs, priorities and budgets.</p> |
| <p>Public safety strategy</p> | <ul style="list-style-type: none"> • This Plan will identify and set out how the Commission manages and mitigates risks associated with its assets and operations. • This is to include risks to the general public and the Commission’s key stakeholders. • The Plan is to include linkages to the Commission’s other strategies, such as Dam Safety. • The Public Safety Plan will be developed in partnership with the Commission’s Service Providers. • Audit of facilities against the public safety plan. | <ul style="list-style-type: none"> • Infrastructure and associated hazards are managed to keep people safe. |
| <p>Business continuity</p> | <ul style="list-style-type: none"> • This plan will ensure the Commission and its service providers have arrangements in place to effectively manage emergencies and ensure the continuity of its operations in the case of events such as asset failures, natural disasters or water quality incidents. • Consideration needs to be given to the activities of both agricultural and urban users of the Border Rivers Scheme. • Regular review of operational and business critical documentation including water sharing, asset planning and WHS, SOPs, O&M Manuals, Work Instructions and Computerised Asset Management Systems. | <ul style="list-style-type: none"> • The Commission clearly understands its roles and responsibilities in regard to Emergency Action Plans and associated communication strategies. • Community and stakeholder confidence that the Commission has arrangements in place to manage emergencies and ensure business continuity following such events. • Commission to hold current versions of documentation and data • Specialist skills required by the Commission, for example, legal, engineering, or asset management have been identified, and retainer arrangements are in place. |

4. Transparent operations

Table 5 Business Objective Transparent operations key initiatives

| Key Initiative | Description | Outcomes |
|------------------------------|--|--|
| Stakeholder engagement plan | <ul style="list-style-type: none"> This plan identifies key stakeholders and define roles and responsibilities between the Commission and service providers for engagement. The plan outlines the Commission’s approach for ensuring proactive and constructive engagement with its key stakeholders. | <ul style="list-style-type: none"> Transparency of the Commission’s activities to key stakeholders Informed understanding of and inputs for the Commission. |
| Performance reporting review | <ul style="list-style-type: none"> Regular review of the Commission’s current Performance reporting regime and ensure it aligns with its Legislative and other obligations. Reporting is also to be provided in respect of the key initiatives within this Business Plan and the identification and management of key risks. | <ul style="list-style-type: none"> Clear and transparent understanding of the Commission’s performance and the performance of service providers, key risks and mitigation strategies. Drive value for the Commission from service providers. |
| Performance audit | <ul style="list-style-type: none"> Undertake a performance audit to review and validate the robustness of the Commission’s governance framework and business processes. | <ul style="list-style-type: none"> Third party assurance that the Commission’s governance framework and business processes are appropriate. |

Commission’s high level works program over a four-year timeline

Table 6 Commission's works program from December 2020 to December 2024

| Key Initiative | Period | Business Objective |
|---------------------------------|----------------|----------------------------------|
| Governance framework | Ongoing | Prudent and efficient management |
| Business continuity | Ongoing | Risk management |
| Risk review | Ongoing | Risk management |
| Stakeholder engagement | Ongoing | Transparent operations |
| Sunwater contract arrangements | Dec20 to Jun21 | Sustainable service delivery |
| Finalise public safety strategy | Dec20 to Dec21 | Risk management |

| Key Initiative | Period | Business Objective |
|--|--------------------|----------------------------------|
| Performance reporting review and development | Dec20 to Dec21 | Transparent operations |
| Review and update hydrometric service agreements | Jul21 to Mar22 | Sustainable service delivery |
| Scope of service obligations | Dec20 to Jun22 | Prudent and efficient management |
| Cost and price review | Jul21 to Jun22 | Prudent and efficient management |
| Review and update river management arrangements | Apr22 to Dec22 | Sustainable service delivery |
| Public safety strategy – ongoing | Ongoing from Jan22 | Risk management |
| Performance reporting – ongoing | Ongoing from Jan22 | Transparent operations |
| Asset Strategy and Management Plan | Jul22 to Jun23 | Sustainable service delivery |
| Long term financial plans | Jul22 to Oct23 | Prudent and efficient management |
| Long term financial plans - ongoing | Ongoing from Jan23 | Prudent and efficient management |
| Performance Audit | Feb24 to Jun24 | Transparent operations |

Budget and Resource Plan (High level) – Financial years 2021 to 2024

This contains the estimates for external costs (consultants and legal) that are additional to existing service providers.

Table 7 Prudent and efficient management budget and resource plan FY21-24

| Prudent and efficient management objective | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 |
|--|-----------|-----------|-----------|-----------|
| Scope of service obligations | - | - | - | - |
| Governance framework | - | - | - | - |
| Long term financial plan – Annuity Fund | - | \$50,000 | - | - |
| Cost and price review | \$48,000 | - | - | - |

Table 8 Sustainable service delivery budget and resource plan FY21-24

| Sustainable service delivery objective | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 |
|--|-----------|-----------|-----------|-----------|
| Asset strategy and management plan | \$40,000 | - | - | - |

| Sustainable service delivery objective | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 |
|---|------------------|------------------|------------------|------------------|
| Sustainable service provider arrangements | - | \$30,000 | - | - |

Table 9 Risk management budget and resource plan FY21-24

| Risk management objective | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 |
|-----------------------------------|------------------|------------------|------------------|------------------|
| Public safety strategy | \$30,000 | - | - | - |
| Dam Safety Maturity | \$30,000 | - | - | - |
| Review of Insurance & Indemnities | - | \$20,000 | - | - |

Table 10 Transparent operations budget and resource plan FY21-24

| Transparent operations objective | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 |
|---|------------------|------------------|------------------|------------------|
| Water Sharing Resource Assessment | \$45,000 | - | - | - |
| Strategic Planning Day | \$15,000 | \$15,000 | \$15,000 | \$15,000 |
| Performance audit | - | - | - | \$40,000 |

Table 11 Budget and Resource Plan total FY21-24

| Budget and Resource plan | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 |
|---------------------------------|------------------|------------------|------------------|------------------|
| Grand total | \$208,000 | \$115,000 | \$15,000 | \$55,000 |

Identification of Risks

Critical Success Factors (CSF) are those areas against which the consequences/impacts of risk will be measured. The CSFs used within the Dumaresq-Barwon Border Rivers Commission for risk analysis are as follows:

- Financial;
- Service Delivery;
- Legal, Regulatory and Compliance;
- Reputation;
- Environment, Culture & Heritage and
- Safety.

Risk appetite and tolerance statements have been developed for each of the following strategic risks:

- Drought;
- Negligence or misconduct;
- Asset and process performance;
- WHS Safety;
- Dam Safety;

- Public Safety;
- Environmental impacts;
- Data quality and security;
- Reputation; and,
- Financial Sustainability.

Commission stakeholders

The Commission recognises that it operates within a complex arrangement for stakeholder engagement through not only its service providers, government shareholders and the broader community. Accordingly it has developed a Stakeholder Engagement Plan that details how and who engages with each of these stakeholders.

Table 12 Commission’s stakeholders

| Stakeholder group | Stakeholders |
|----------------------------------|--|
| Customers | Water users (agricultural and urban) Peak bodies (Border Rivers Food Fibre, LGA) Park operators Natural environment |
| Community | Traditional owners Flood plain residents Communities Local members Media |
| Shareholders & Service Providers | State Water Departments WaterNSW Sunwater |
| Regulators | Queensland and NSW Environmental Safety Economic Water Resource Management |

Implementation and Governance

- The Commission will oversee the implementation of this Business Plan.
- Regular reports showing the progress of the key initiatives against the high level program will be reviewed by the Commission.
- Where indicated, Project Plans will be developed to scope a key initiatives prior to commencing delivery and implementation.
- Where feasible, key initiatives will be developed in partnership with the Commission’s Service Providers.

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