

# QWRAP ANNUAL REPORT 2022 - 23

Councils currently participating in QWRAP:



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# The Queensland Regional Water Alliances Program (QWRAP)

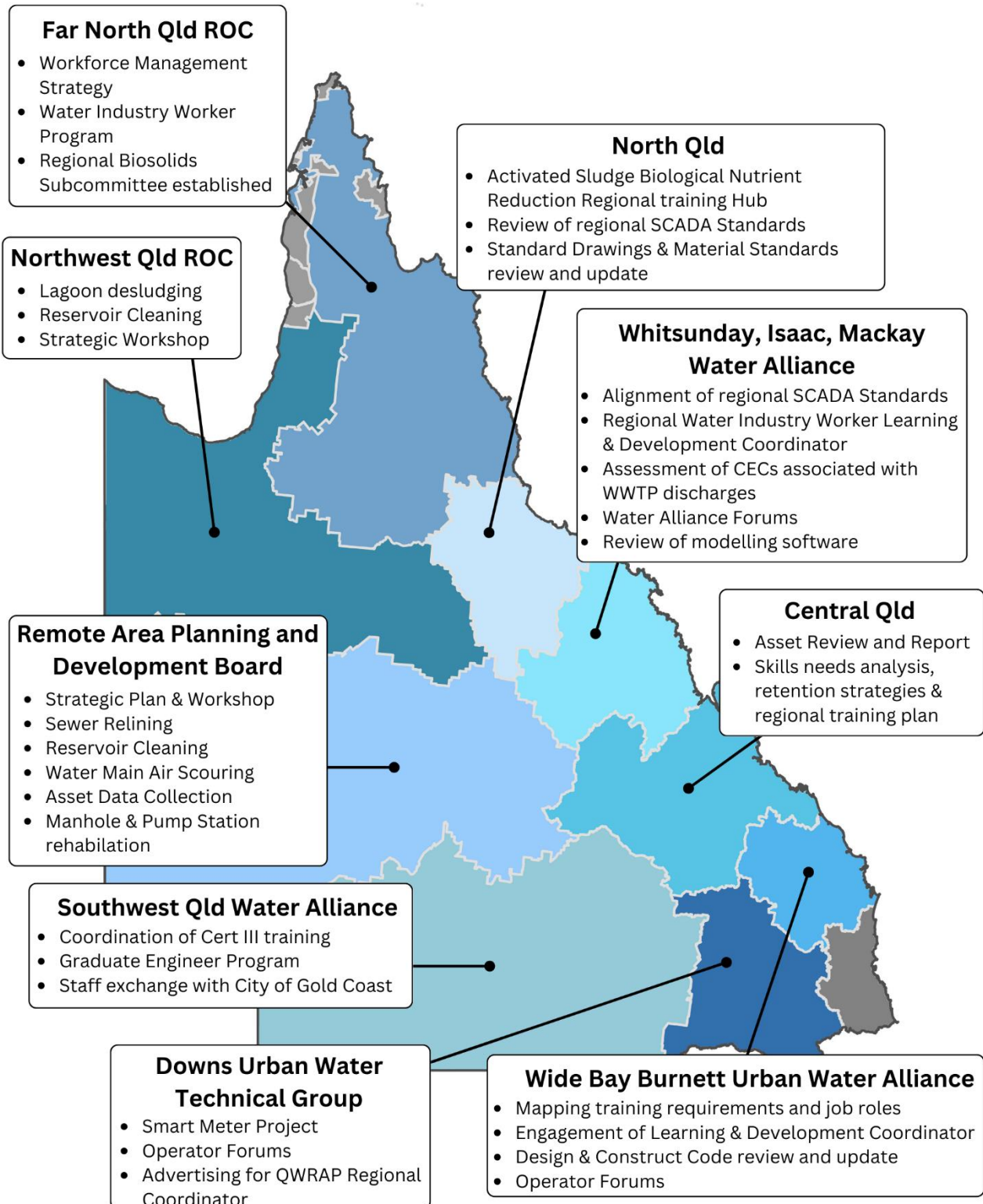
QWRAP is an industry-led initiative to investigate regional collaboration on water and sewerage services in regional Queensland. The program is a collaboration among the Local Government Association Queensland (LGAQ), the Queensland Water Directorate (*qldwater*) and the Queensland Government (through the Department of Regional Development Manufacturing and Water) with nearly 60 councils engaged across nine regions.

With permanent funding secured, the opportunity to refresh and forward plan the activities associated with the embedded QWRAP Program has continued with the partners hosting a number of workshops to develop a new Vision and Mission document with 4 Strategic Priorities identified.



Above: Jennifer Hartwig (LGAQ), Matthew Bock (CASC, WBBUWA Deputy Chair), Peter Chandler (GRC), Lee-Anne Willis (L&D Coordinator), Dinesha Emmery (RDMW), Daniel Harris (RDMW), Narelle D'Amico (BRC), Shaun Johnston (NBRC, WBBUWA Chair), Steve Carroll (SBRC) visiting Cherbourg Aboriginal Shire Council Water Treatment Plant during WBBUWA's quarterly QWRAP meeting.

# QWRAP Leads to Strategic Outcomes



## A Tribute to Linda Roberts for her period of Leadership

Reflecting on the past year, we are privileged to acknowledge and extend our gratitude to Linda Roberts for her outstanding contributions as the Program Manager for QWRAP, while simultaneously fulfilling the role of CEO at **qldwater**. Linda's extensive experience in the water industry has been a tremendous asset, bringing a depth of knowledge and insight that has significantly contributed to QWRAP's progress. Her caring nature, diligence and strategic leadership have been instrumental in navigating the complexities of QWRAP. One of Linda's most remarkable abilities is her capacity to connect regions with each other, which fostered invaluable partnerships and collaboration and enhanced QWRAP's collective impact across Queensland. We are sincerely grateful for Linda's involvement and contribution to shaping QWRAP and wish her all the best with her future endeavours.



*The QWRAP team at the 2022 LGAQ Conference in Cairns – from left to right Linda Roberts, Josephine Raftery, Rudi Pretzler and Desiré Gralton.*

## New QWRAP Procedures

As the program continues to evolve, we have developed a new set of procedures and templates to support our partners with a more systematic approach for managing projects. These procedures include a funding application guide that provides guidance to both the governance team and the Alliances when seeking funding for new projects. We have created new templates that streamline the application process and guide project finalisation. These enhancements have improved the structure and uniformity of how the program is offered, resulting in stronger outcomes for the communities we support.

## Audit Results

At the April 2023 Partner Steering Committee (PSC) meeting, it was agreed that a probity investigation would be initiated by the Department of Regional Development, Manufacturing and Water (DRDMW) to examine potential / perceived conflict of interest associated with QWRAP's bid pool project process.

The process for bid pool applications provides that an application is approved by the three QWRAP partners via the Working Group or PSC, the funding is given to the regional group through a single local government that operates as the banker and the procurement process is initiated by the regional coordinator.

The probity review sought advice on whether there was a potential or perceived conflict of interest with the regional coordinator firm preparing and possibly tendering for the projects, if so, what the conflict was, what actions DRDMW could take to ensure no perceived or potential conflict of interest existed, whether

the Local Government procurement process was robust enough to mitigate this conflict, what options were available to DRDMW and what the three PSC partners could do to ensure transparency in the allocation of QWRAP funding contract management and processes.

The review found that:

- the process was disproportionately complex relative to the quantum of funding provided.
- grant deed was general and did not clearly specify the evidence of activities and reports to a level that are commonly set out in funding deeds, or roles and responsibilities.
- robustness of funding process - not clear if following due diligence.
- limited visibility of records by DRDMW.
- no clear assessment criteria or methodology documented for funding.
- no guideline setting out clear vision or Program goal or guidance for the alliances on the governance and control environment expectations and eligibility criteria.
- inability to verify in-kind contribution making it difficult to resolve perception of gaming.

The Working Group accepted the Report's recommendations and agreed to incorporate these changes, into the Bid Pool Project process and application, Deed of Grant and QWRAP Website and Portal.

Actions in response to the review include:

- immediately requiring a declaration to be made by the local government banker and the regional Chair (not the coordinator) to ensure due procurement process is followed.
- **qldwater** led development of QWRAP communications and bid pool portal.
- DRDMW led development of a QWRAP Guideline that would bring together information about the program in a central location and an assessment plan to articulate the criteria used for decision-making by the PSC and working group members to improve accountability and transparency.

Implementation of the recommendations has provided the Program and its governance with the required transparency, compliance and accountability.

## Chairs and Coordinators Meeting

The QWRAP Chairs and Coordinators travelled from across the state to attend the first ever face-to-face Chairs and Coordinators Forum held at the *qldwater* office on 21 July 2023.

During the Forum, participants shared their region's top issues, which identified key themes including remoteness, education and training, legislative pressure (e.g. regulation), ageing infrastructure, fit-for-purpose assets, financial sustainability and visibility of the industry (socially and politically). Overall, the top 5 shared issues identified were:

### 1. Education and Training

Alliances expressed that access to training is difficult with the lack of training providers and the inability to cover leave with suitably trained staff as the main constraints. Access to training in regional and remote areas (outside of SEQ) is associated with high costs due to the associated travel requirements. Current shortages of suitable training providers limit overall trainer accessibility and provider capacity to deliver training due to the high demands across the state. It was suggested that on-the-job learning needs to be officially recognised. The lack of qualified staff for all Water Industry roles (particularly Engineering, Supervisor and Operator roles) restricts current workforce to take necessary leave and increases the amount of over-time worked, leading to fatigue and mental health issues.

### 2. Attraction and Retention

Attraction and retention are major issues for all Alliances with high turnover of staff, high competitiveness for Operators, Supervisors and Engineers and lack of an appropriate award wage being the main areas of concern. One Alliance stated that a member has experienced 40% of staff churn per annum and that succession planning is irrelevant due to not being able to attract and retain suitably qualified staff. The majority of Operators are paid as Truck drivers or Roads Crew due to the lack of a Water Industry specific award pay wage. Supervisors are rallying to secure the best wages for Operators, recognising the high level of competitiveness in the field. This competitiveness is not only present among Councils but also extends to external industries like mining, where staff can often receive higher wages compared to those offered in the water industry. Supervisors rally to obtain Operators the best wage as they understand the competitiveness for Operators is high. This competitiveness is shared amongst Councils and external industries, such as mining, which can provide higher wages for staff compared to Councils.

### Ageing Infrastructure

Ageing infrastructure resulting in excessive water main breaks, costly re-lining and maintenance works and historical underinvestment has resulted in the majority of Councils seeking joint procurement opportunities to enable cost savings. In one Alliance alone there is at least \$420m required for upgrades.

### 3. Visibility of Industry

The lack of visibility of the Water Industry with all stakeholders, from public perception to all political levels, is felt with all Alliances. Concerns were expressed about the lack of education and political will for investment prioritisation of the water industry as rates, roads and rubbish are seen as higher priority for Councils. Education and awareness of the water industry needs to be a priority for all audiences.

### 4. Legislative Pressure

The regions felt that an inappropriate SEQ centric regulation approach was being enforced on regional and remote communities, leading to poor compliance. For example, the regulations regarding assets on towers, such as 5G infrastructure, imposes on Water Service Providers due to the required maintenance.





*QWRAP Chairs and Coordinators discuss the key challenges for each of the regions.*

## Year-in-review

The QWRAP Program is driven by Regional Water Service providers. The water industry leaders from these communities are best placed to identify the priority issues. The role of the QWRAP partners (LGAQ, DRDMW and **qldwater**) is to support regional water service providers working through the QWRAP regional structures to deliver priority collaborative projects.

The following pages summarise the QWRAP regions work and lists initiatives in progress during the year 2022-23.



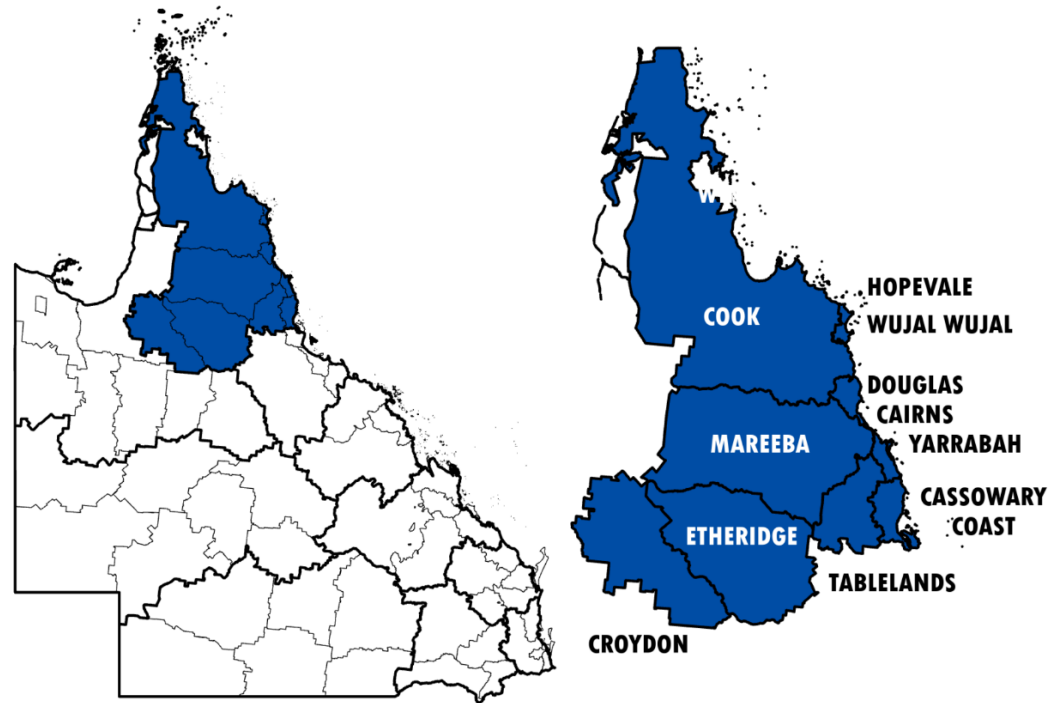
*Toowoomba Operator Day, 2021*

# FAR NORTH QUEENSLAND WATER ALLIANCE

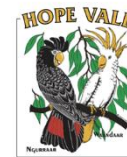
**Regional Coordinator:**  
Amanda Hancock



**Chair of Region:**  
Darlene Irvine



**Participating Councils:**



Initiative	Benefits (monetary, tangible and intangible)	Period	Status in 2022-23
<b>FNQ Regional Water Capability Project</b>	This project seeks to assist its members through the development of a detailed plan that addresses the most challenging issues impacting its water and wastewater businesses and involves 4 key stages:		
	<b>Stage 1 -</b> The areas of water and wastewater that pose the most significant capability challenges were identified through a series of workshops and a detailed survey undertaken by the Queensland Treasury Corporation (QTC). The capability challenges and causation factors were analysed for both core and business functions, and primary causation factors were identified.	2022-23	Complete
	<b>Stage 2 –</b> The findings were then workshoped and the initiatives that the Water Alliance wished to investigate were identified as follows: <ul style="list-style-type: none"> <li>• People</li> <li>• Systems &amp; Data</li> <li>• Processes.</li> </ul>	2022-23	Complete
<b>Stage 3 – QWRAP Bid Pool supported project.</b> The next stage of the project is to undertake an options analysis which will lead to the development of a Capability Plan that will describe the current state in the agreed focus areas, define the future state, identify gaps between the current state and future states, assess potential options to close the gaps and provide an implementation plan with prioritised short, medium and long-term actions. The Plan will focus on the following capabilities: <ul style="list-style-type: none"> <li>• Attraction and retention of suitable/qualified staff, including workforce diversification with a focus on the following areas:               <ul style="list-style-type: none"> <li>○ Plant operators</li> <li>○ Technical trades</li> <li>○ Electrical and mechanical engineers</li> <li>○ Project managers</li> <li>○ Asset managers</li> </ul> </li> <li>• Training required to upskill the existing workforce.</li> <li>• Ability to efficiently access external contractors and consultants.</li> <li>• Recording, storing, recalling, and analysing data, to better inform planning and decision-making for capital planning, capital delivery, asset management, procurement, and contract management.</li> <li>• Development and use of standardised operating procedures/processes and templates for capital planning, capital delivery, asset management, procurement, and contract management</li> <li>• The Plan will include/consider the following delivery options:               <ul style="list-style-type: none"> <li>○ Resource sharing</li> <li>○ Outsourcing and</li> <li>○ Automation</li> </ul> </li> </ul>	2022-23		

	<ul style="list-style-type: none"> <li>• The Plan will not consider/assess: <ul style="list-style-type: none"> <li>○ Functions outside of the water and wastewater business</li> <li>○ Engineering solutions (built infrastructure)</li> <li>○ Recommend significant change to council operating model (e.g. amalgamation)</li> <li>○ Implementation of the recommended solutions</li> </ul> </li> <li>• Work on the Plan will commence in January 2024 and is expected to be completed by the end of 2024.</li> </ul> <p><b>Stage 4</b> – Implementation of agreed solutions</p>	2022-25	
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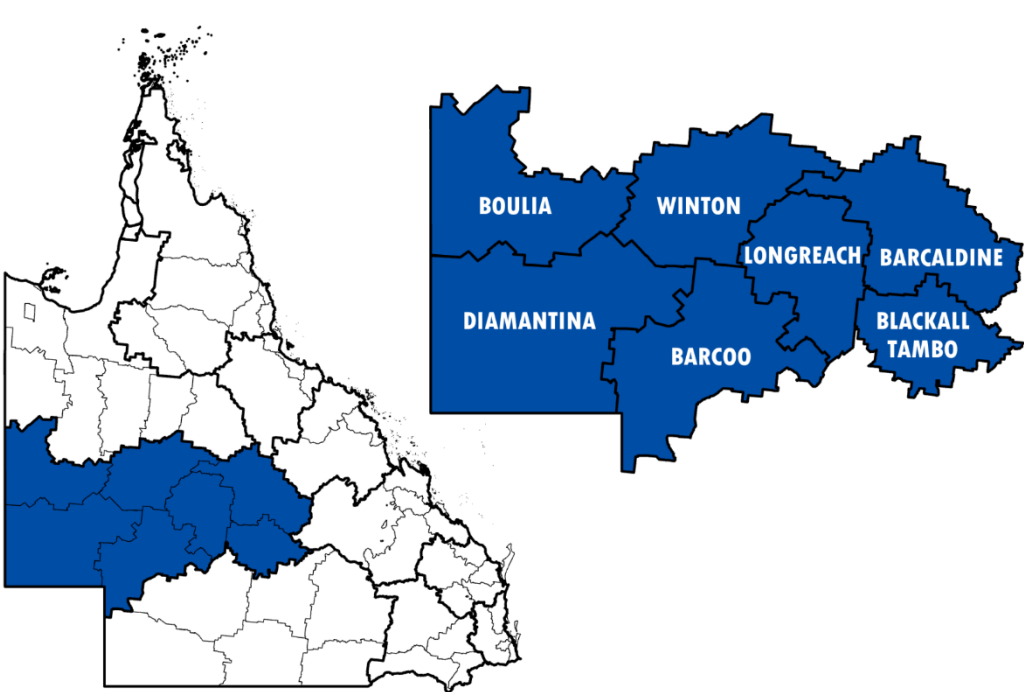
*The FNQ Water Alliance team.*

# RAPAD WATER AND SEWERAGE ALLIANCE

**Regional Coordinator:** –  
Jason Ricks – George  
Bourne and Associates



**Chair of Region:**  
Charles Dyer  
Group Manager (Assets  
and Engineering Services)



### Participating Councils:



Initiative	Benefits (monetary, tangible and intangible)	Period	Status in 2022-23
<p><b>Investigation Sewerage Treatment Plant (STP) Upgrade Options Assessment.</b></p> <ul style="list-style-type: none"> <li>Phases A and B of the STP Regulatory Requirements Investigation have been completed.</li> <li>Longreach Regional Council, Winton Shire Council and Blackall – Tambo Regional Council are progressing with further proposals from The Water &amp; Carbon Group as follows;               <ol style="list-style-type: none"> <li>Longreach Regional Council: Longreach Effluent Reuse Strategy</li> <li>Winton Shire Council: Winton STP Upgrade Concept Design</li> <li>Blackall – Tambo Regional Council: Blackall STP Sampling and Analysis Plan and Plant Upgrade Concept Design</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>Innovative collaboration.</li> <li>Enhances regional maturity in undertaking joint infrastructure projects.</li> <li>Contribution to regional or council sustainability.</li> <li>Improved regional benchmarking and performance reporting.</li> <li>Asset management and optimisation of capital investment.</li> <li>Identify any future improvement needs for STPs to improve environmental stewardship and meet the expectations of the community and regulators.</li> </ul>	2021-23	Complete
<p><b>Joint Activity - Infrastructure Cliff</b> Phase 1 has been completed successfully, corresponding to:</p> <ul style="list-style-type: none"> <li>Collect asset registers for water and sewer</li> <li>Examine the asset register for inconsistencies, errors, or omissions</li> </ul>	<ul style="list-style-type: none"> <li>Identification of the likelihood (condition) and consequence (criticality) of RAPAD water and sewerage assets.</li> <li>Resolution of gaps and inconsistencies in existing asset registers.</li> <li>Each Council has full capacity and asset knowledge to manage their asset stewardship responsibilities and achieve ongoing benefit.</li> </ul>	2022-23	Complete

Initiative	Benefits (monetary, tangible and intangible)	Period	Status in 2022-23
<p><b>Joint Activity: Sewer Relining Contract (Joint Procurement)</b></p> <p>The RAPADWSA agreed that the innovative approach of engaging a single contractor to complete all sewer relining works within the RAPADWSA region over a fixed two (2) year term was of substantial benefit.</p> <p>The Contract format is more cost-effective as it removes the need to re-tender the project each time additional sewer relining work is required. Instead, the contractor can be engaged under the rates of their contract to perform all sewer relining work during the contract term.</p>	<ul style="list-style-type: none"> <li>• Healthier, safer, and more resilient communities.</li> <li>• Extending life expectancy of existing infrastructure.</li> <li>• Contribution to regional or council sustainability.</li> <li>• High-quality works from the management of a single contractor for the whole region.</li> </ul> <p><b>During the 22-23 year RAPAD Urban Water Alliance region have saved a combined \$183,360 through joint procurement projects.</b></p>	2022-24	Contract in place
<p><b>Reservoir Cleaning</b></p> <p>The RAPADWSA have identified an opportunity for the joint procurement of a specialised contractor to clean and undertake a condition assessment of the reservoirs within the Central West Region.</p> <p>Prior to this, the reservoirs within the Central West Region were not cleaned on a regular basis.</p> <p>The RAPADWSA utilised a specialised diving team to deliver this work. This process does not require the tanks to be emptied.</p>	<ul style="list-style-type: none"> <li>• Proper maintenance of critical water supply assets.</li> <li>• Protection of drinking water quality through improved cleaning and maintenance of water assets.</li> <li>• Extension of asset life through effective maintenance.</li> <li>• Contribution to regional or council sustainability.</li> <li>• High-quality works from the management of a single contractor for the whole region</li> </ul>	2022-25	Contract in place



Initiative	Benefits (monetary, tangible and intangible)	Period	Status in 2022-23
<b>Water Mains Air Scouring and Cleaning.</b>	<ul style="list-style-type: none"> <li>• Proper maintenance of critical water supply assets.</li> <li>• Protection of drinking water quality through improved cleaning and maintenance of water assets.</li> <li>• Extension of asset life through effective maintenance.</li> <li>• Contribution to regional or council sustainability.</li> <li>• High-quality works from the management of a single contractor for the whole region</li> </ul>	2022-25	Contract in place
<b>Certificate III in Water Industry Operators</b> Successful training of twelve (12) participants from the following member Councils: <ol style="list-style-type: none"> <li>1. Barcaldine Regional Council: 5</li> <li>2. Barcoo Shire Council: 4</li> <li>3. Blackall – Tambo Regional Council: 2</li> <li>4. Longreach Regional Council: 1</li> </ol> <p><i>It is noted that Barcaldine Regional Council and Barcoo Shire Council still have not gained full competency due to additional onsite training required for Barcaldine Regional Council and Barcoo Shire Council awaiting the installation of their SHIRE COUNCILADA system.</i></p>	<ul style="list-style-type: none"> <li>• Enhanced drinking water compliance and environmental compliance from qualified operators</li> <li>• Improved regulatory requirements.</li> <li>• Qualified and competent Water Operators.</li> <li>• Improved the operation of water and sewerage plants.</li> </ul>	2022-23	Complete

Initiative	Benefits (monetary, tangible and intangible)	Period	Status in 2022-23
<p><b>RAPADWSA Technical Committee Strategic Workshop</b></p> <p>The Technical Committee successfully held a Strategic Workshop on 6-7 October 2022 facilitated by the Universal Improvement Company (UIC).</p> <ul style="list-style-type: none"> <li>• The workshop re-identified the importance of the Alliance and the vision and mission that the Technical Committee have for the group.</li> <li>• The Technical Committee have identified eleven (11) critical strategies which will be further developed.</li> </ul>	<ul style="list-style-type: none"> <li>• Innovative collaboration.</li> <li>• Strategic direction.</li> <li>• Healthier, safer, and more resilient communities.</li> <li>• Contribution to regional council sustainability.</li> <li>• Raising the profile of water and wastewater within the region through strong strategies and leadership.</li> </ul>	2022-23	Complete

# WIDE BAY BURNETT URBAN WATER ALLIANCE

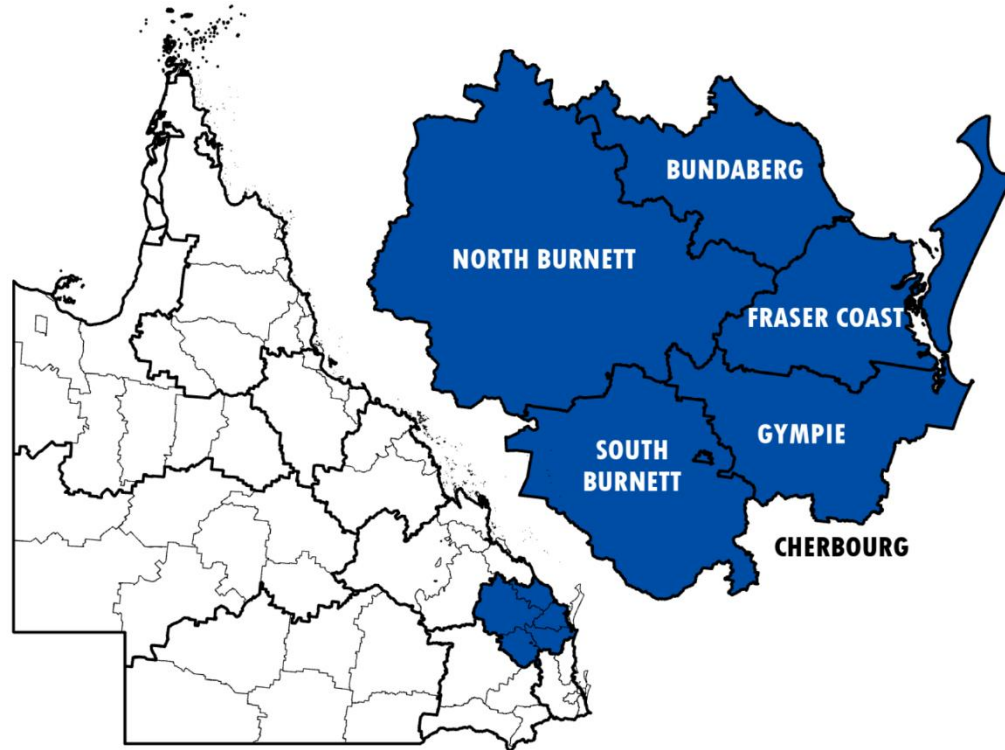
**Regional Coordinator:**

Jess Dean, *qldwater*



**Chair of Region:**

Shaun Johnston, Water & Wastewater Manager, North Burnett Regional Council



**Participating Councils:**



Initiative	Benefits (monetary, tangible and intangible)	Period	Status in 2022-23
<p>Ongoing regional sewer relining rounds following on from successful QWRAP Stage I program including manhole maintenance.</p> <ul style="list-style-type: none"> <li>Largest joint sewer-relining contract in Queensland</li> </ul> <p>A new MoU has been negotiated</p>	<ul style="list-style-type: none"> <li>Ongoing cooperation of councils capitalising on initial QWRAP project</li> <li>Material savings and improved service delivery through central oversight</li> <li>Template for sewer relining programs in other QWRAP regions</li> <li>Reduced long-term costs of pipe failure &amp; repair</li> </ul> <p>Note: This project was originally facilitated by Bid Pool investment but now has been embedded into an ongoing regional collaboration which continues to deliver cost saving benefits (particularly for smaller Councils) across the region.</p>	2017-24	Ongoing regional cooperation
<p><b>Water Quality Testing for Treatment Optimisation</b></p> <ul style="list-style-type: none"> <li>Water quality improvement is an integral element of all councils DWQMPs and improvement programs.</li> <li>These chemical trials are being undertaken by SBRC but build on work undertaken elsewhere in the region.</li> <li>After delays due to the unpredictable and extreme wet season in 2022, research was completed with results becoming available early 2023.</li> </ul>	<ul style="list-style-type: none"> <li>A short video was produced to provide training for the process of accurate jar testing procedure aimed at the Operator level.</li> <li>The final report and video are available on the <i>qldwater</i> website and available for Qld Water Service Providers.</li> </ul>	2021-23	Complete

Initiative	Benefits (monetary, tangible and intangible)	Period	Status in 2022-23
<p>Review of WBB Design and Construction Code (D&amp;C code)</p> <ul style="list-style-type: none"> <li>The WBB Design and Construction Code is a key document which ensures that assets donated by developers and builders across the region are of an appropriate quality and standard.</li> <li>This is a 5 year update to a well-established and highly successful early QWRAP project.</li> </ul> <p>This update will be finalised in the 23-24 Financial Year.</p>	<ul style="list-style-type: none"> <li>Good Standard donated assets extend asset life and help to avoid costs for communities into the future.</li> <li>Standardisation of the code across the region helps to ensure Councils across the region have a similar quality of “donated assets” this project is particularly helpful to smaller regional Councils who would have had a disproportionate cost to produce this document.</li> <li>It will provide a leading case study for several other regions considering this sort of code.</li> </ul>	2021-24	Ongoing
<p>WISE Stage 1 (WBBUA Industry Skills Enhancement)</p> <ul style="list-style-type: none"> <li>Councils contributed \$20k to this work and training was completed by SBRC, BRC and CASC (note CASC received support through LGAQ so did not apply for QWRAP funding.)</li> <li>A new Bid Pool Funding application has been approved to perform analysis on all treatment plants at all WBBUWA councils. This work will involve process assessment of all water and wastewater plants and an identification of the necessary National Water Package modules required to operate the plant.</li> <li>The review of training unit needs has been Shire Counciloped and will be delivered by WIOA or a suitable</li> </ul>	<ul style="list-style-type: none"> <li>The regional conference was successful in July 2022 and included a session attracting students from Qld universities which is being supported by <i>qldwater</i>. WISE funding supported the establishment of relationships with universities and the development of an ongoing program with students, which included opportunities like the <i>qldwater</i> WISE also supported catering costs for the WB annual forum.</li> </ul>	2021-24	Ongoing

<p>industry expert. in the new year (2023-24) through use of SWIM – Skills Passport. Procurement for this work package is required due to the requirements of the Local Government Act.</p>			
Initiative	Benefits (monetary, tangible and intangible)	Period	Status in 2022-23
<p>Water Industry Worker</p> <ul style="list-style-type: none"> <li>The Whitsunday Isaac and Mackay QWRAP alliance has been developing the Water Industry Worker Program.</li> <li>The WIM WIW program acts as a training aggregator on behalf of all QWRAP Regions.</li> </ul> <p>The WBBUWA continues to access the support of the WIM alliance to access training.</p>	<ul style="list-style-type: none"> <li>Training Aggregation services are essential because the Water Industry is a thin market with limited RTO's – The WIM alliance aggregation process through the WIW Program is essential to the financial viability of the RTO's and the industry's ability to access training for operators.</li> </ul>	<p>2021-25</p>	<p>Ongoing</p>



The WBBUWA Team on a site visit to Fraser Coast Regional Council.

# WHITSUNDAY ISAAC MACKAY WATER ALLIANCE

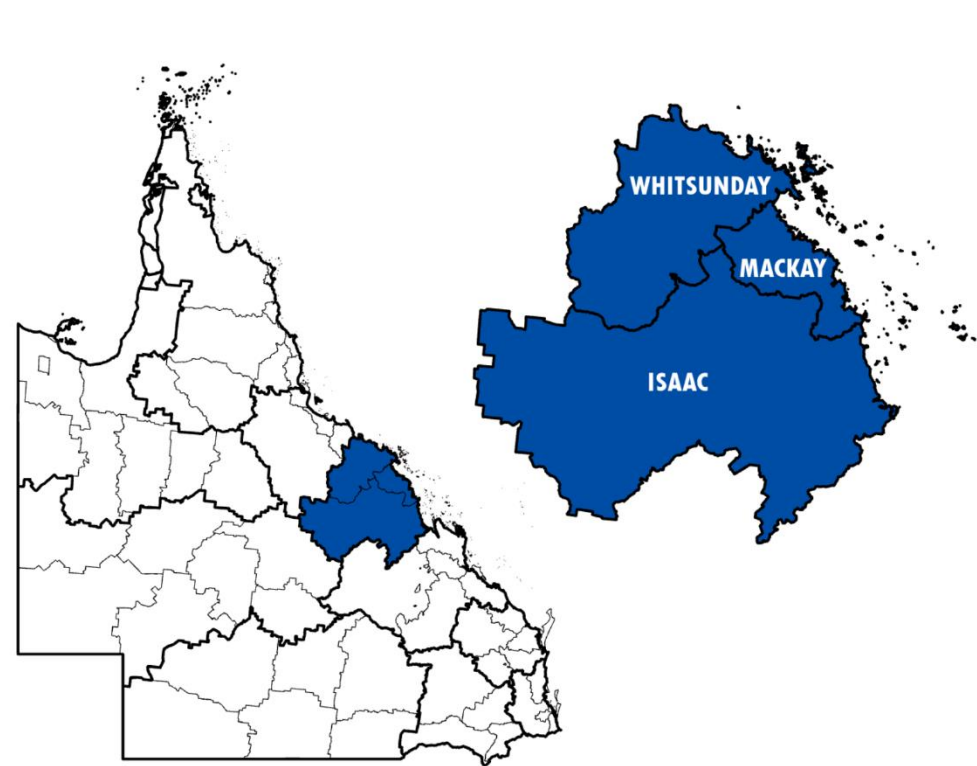
**Regional Coordinator:**

Barry Holcroft



**Chair of Region:**

Scott Casey, Director Water and Waste, Isaac Regional Council



**Participating Councils:**





Initiative	Benefits (monetary, tangible and intangible)	Period	Status in 2020-21
<p><b>Water Industry Worker L&amp;D Coordinator</b></p> <p>Continued facilitation of WIW Training Program over the next 3 years to June 2025 with a Regional QLD L&amp;D Coordinator (based at Mackay)</p> <p><b>QWRAP Regions Participating:</b></p> <ul style="list-style-type: none"> <li>• WIMWA</li> <li>• FNQWA</li> <li>• WBBWA</li> <li>• Burdekin</li> <li>• Toowoomba</li> <li>• Southern Downs</li> <li>• Western Downs</li> <li>• QWD</li> <li>• Emerging QWRAP Councils</li> </ul>	<p><b>Operational benefits</b></p> <ul style="list-style-type: none"> <li>• Uniformity and alignment of asset management approaches for future cost reduction.</li> <li>• Uniformity and alignment for future cost reduction across the region.</li> <li>• Associated cost saving (OPEX, CAPEX or procurement) with sole supplier arrangement (Training Provider) across the region.</li> <li>• Contractual streamlining and strengthening (e.g. specifications).</li> <li>• Training completed with 51 staff completing certificates across regional Queensland.</li> </ul> <p><b>Ongoing community benefits</b></p> <ul style="list-style-type: none"> <li>• Customer service or affordability improvements where WIM councils have consistent customer service standards and approaches.</li> <li>• Customer service or affordability improvements where servicing can be provided quicker by WIM Alliance with on call arrangements.</li> <li>• Staff skills and knowledge are aligned and transferable across region.</li> <li>• Staff skills aligned with similar asset condition assessments for reporting purposes.</li> <li>• Knowledge and skill are transferable across region and regional QLD.</li> <li>• Council reputation improved with better standardised customer service delivery.</li> </ul> <p><b>Supporting water &amp; sewerage service sustainability</b></p> <ul style="list-style-type: none"> <li>• Asset Management and optimisation of capital investment with improved asset condition assessments.</li> <li>• Regional resilience and sustainability with locally trained workforce.</li> <li>• Improved regulatory compliance with faster response.</li> </ul> <p><b>Social and Environmental benefits</b></p> <ul style="list-style-type: none"> <li>• Environmental benefits where critical sewer defects could be identified quicker and prioritised for repair.</li> <li>• Environmental benefits with quicker response to equipment failures.</li> </ul>	2020-25	Ongoing

Initiative	Benefits (monetary, tangible and intangible)	Period	Status in 2020-21
<p><b>Stage 1 - Feasibility investigation regional water hub services model</b></p> <p>WIM Councils and GWCoM have been approached to gauge support for the project.</p> <p><b>This project has been deferred from the 22-23 Work Plan.</b></p>	<p><b>Operational benefits</b></p> <ul style="list-style-type: none"> <li>• cost saving (OPEX, CAPEX or procurement).</li> <li>• improved 3rd party service delivery.</li> <li>• contractual streamlining and strengthening (e.g. specifications).</li> <li>• uniformity and alignment for future cost reduction.</li> </ul> <p><b>Ongoing community benefits</b></p> <ul style="list-style-type: none"> <li>• Customer service or affordability improvements.</li> <li>• Improved safety or security.</li> <li>• Staff skills, wellbeing, health, and safety.</li> <li>• Council reputation improved or protected.</li> </ul> <p><b>Supporting water &amp; sewerage service sustainability</b></p> <ul style="list-style-type: none"> <li>• Regional resilience and sustainability.</li> <li>• Improved regulatory compliance.</li> <li>• Asset Management and optimisation of capital investment.</li> <li>• Enhanced regional planning.</li> </ul> <p><b>Social and Environmental benefits</b></p> <ul style="list-style-type: none"> <li>• Local employment including youth and disadvantaged.</li> <li>• Regional economic growth.</li> <li>• Healthier, safer, and more resilient communities.</li> <li>• Environmental benefits.</li> </ul>	2022-24	5%

Initiative	Benefits (monetary, tangible and intangible)	Period	Status in 2020-21
<b>SCADA collaboration towards a common future Stage 1</b>	<p><b>Operational benefits</b></p> <ul style="list-style-type: none"> <li>• Uniformity and alignment for future cost reduction across the region.</li> <li>• Associated cost saving (OPEX, CAPEX or procurement) with sole supplier arrangement across the region.</li> <li>• associated cost saving (OPEX, CAPEX or procurement) with a regional market.</li> </ul> <p><b>Ongoing community benefits</b></p> <ul style="list-style-type: none"> <li>• Customer service or affordability improvements where servicing can be provided quicker through more efficient technology.</li> <li>• Customer service or affordability improvements where servicing can be provided quicker by WIM Alliance with on call arrangements.</li> <li>• Staff skills and knowledge are aligned and transferable across region.</li> <li>• Staff skills aligned and transferable throughout regional QLD.</li> <li>• Knowledge and skill are transferable across region.</li> <li>• Improved safety or security with staff travelling less after-hours.</li> <li>• Council reputation improved with better service delivery in fringe areas.</li> </ul> <p><b>Supporting water &amp; sewerage service sustainability</b></p> <ul style="list-style-type: none"> <li>• Improved regulatory compliance with faster response.</li> </ul> <p><b>Social and Environmental benefits</b></p> <ul style="list-style-type: none"> <li>• Environmental benefits with quicker response to equipment failures.</li> <li>• Healthier, safer and more resilient communities with secondary backup capability and business continuity planning.</li> <li>• Environmental benefits where critical sewer defects could be identified quicker and prioritised for repair.</li> </ul>	2022-24	95%

Initiative	Benefits (monetary, tangible and intangible)	Period	Status in 2020-21
<p><b>Assessing presence of Contaminants of Emerging Concern (CECs) associated with wastewater treatment plant (WWTP) discharges.</b></p> <ul style="list-style-type: none"> <li>• The second round of sampling complete with analysis of chemicals.</li> <li>• Also processing microplastics till June.</li> <li>• Drafting report keeping locations anonymous.</li> <li>• Anticipated completion early 23-24 year.</li> </ul>	<p><b>Operational benefits</b></p> <ul style="list-style-type: none"> <li>• Uniformity and alignment in operational management, detection/potential treatment of these CEC problems.</li> <li>• Potential future operational cost identified for the region.</li> </ul> <p><b>Ongoing community benefits</b></p> <ul style="list-style-type: none"> <li>• The research should lead to better understanding of wellbeing, health &amp; Safety, and security aspects of CECs. This will be transferable across regions.</li> <li>• Council’s reputation improved and protected in undertaking research to understand CECs.</li> </ul> <p><b>Supporting water &amp; sewerage service sustainability</b></p> <ul style="list-style-type: none"> <li>• The research should lead to improved regulatory compliance</li> </ul> <p><b>Social and Environmental benefits</b></p> <ul style="list-style-type: none"> <li>• The research should lead to healthier, safer, and more resilient communities.</li> <li>• Environmental benefits include better understanding of CECs, and how to assess their presence and impact on the environment.</li> </ul> <p><b>Note this project has benefits for all QWRAP regions and will be shared with all regions.</b></p>	2022-24	70%

Initiative	Benefits (monetary, tangible and intangible)	Period	Status in 2020-21
<p><b>Regional Waste Management Collaboration</b></p> <p>Project group collaborating well together with regional plans, regional waste solutions, and training opportunities.</p>	<p><b>Operational benefits</b></p> <ul style="list-style-type: none"> <li>Improved cost savings through sharing planning resources and training opportunities.</li> <li>Uniformity and alignment of waste management approaches for future cost reductions.</li> <li>Improved contractual streamlining and strengthening through shared arrangements.</li> </ul> <p><b>Ongoing community benefits</b></p> <ul style="list-style-type: none"> <li>Customer service or affordability improvements where WIM Alliance councils have consistent service standards and approaches (Codes, restrictions, CSSs) regarding waste management.</li> <li>Staff skills and knowledge are aligned and transferable across region.</li> <li>Council reputation improved and protected through consistent regional approaches.</li> </ul> <p><b>Supporting water &amp; sewerage service sustainability</b></p> <ul style="list-style-type: none"> <li>Regional resilience and sustainability with collaboration and support across council boundaries.</li> <li>Asset Management and optimisation of capital investment across region.</li> </ul> <p><b>Social and Environmental benefits</b></p> <ul style="list-style-type: none"> <li>Healthier safer and more resilient communities across the region through regional approach to waste services.</li> <li>Environmental benefits include regional waste management plans ensuring consistent approach and sharing of regional solutions.</li> </ul>	2022-24	70%

Initiative	Benefits (monetary, tangible and intangible)	Period	Status in 2020-21
<p><b>Unified regulatory responses e.g. Sewerage and Water Environmental Advisory Panel (SWEAP) matters.</b></p> <p>Project group collaboration commenced in Q4 establishing project terms of reference with the intention to provide joint responses to regulators through SWEAP.</p>	<p><b>Operational Benefits</b></p> <ul style="list-style-type: none"> <li>• Uniformity and alignment for future cost reduction across the region by ensuring joint responses to regulators are affordable.</li> </ul> <p><b>Ongoing community benefits</b></p> <ul style="list-style-type: none"> <li>• Customer service or affordability improvements by ensuring joint responses to regulators are affordable for the region.</li> <li>• Shared knowledge and skill are transferable across region through formal collaboration.</li> </ul> <p><b>Supporting water &amp; sewerage service sustainability</b></p> <ul style="list-style-type: none"> <li>• Enhanced regional planning and improved regulatory compliance by ensuring joint responses provide good outcomes for the regional community.</li> </ul> <p><b>Social and Environmental benefits</b></p> <ul style="list-style-type: none"> <li>• Regional environmental benefits achieved in a collaborative manner through joint responses to regulators.</li> </ul>	Ongoing	Ongoing
<p><b>Review of modelling software used across the region.</b></p> <p>Project group collaboration commenced in Q4 (FY) establishing project terms of reference with the intention to evaluate opportunities for exploiting a regional modelling supply solution or an internal servicing model.</p>	<p><b>Operational benefits</b></p> <ul style="list-style-type: none"> <li>• uniformity and alignment of hydraulic modelling approaches across the region for future cost reduction.</li> <li>• associated cost saving (OPEX, CAPEX or procurement) with the introduction of modelling approaches to asset operations.</li> </ul> <p><b>Ongoing community benefits</b></p> <ul style="list-style-type: none"> <li>• Customer service or affordability improvements where servicing can be provided quicker through more efficient hydraulic modelling/GIS technology.</li> </ul> <p><b>Supporting water &amp; sewerage service sustainability</b></p> <ul style="list-style-type: none"> <li>• Asset Management and optimisation of capital investment with improved understanding of asset hydraulic capacity.</li> </ul> <p><b>Social and Environmental benefits</b></p> <ul style="list-style-type: none"> <li>• Environmental benefits where critical sewer locations are identified and prioritised for monitoring and infrastructure upgrade (where required).</li> </ul>	Ongoing	Ongoing

Initiative	Benefits (monetary, tangible and intangible)	Period	Status in 2020-21
<p><b>Regional smart metering trial evaluation</b></p> <ul style="list-style-type: none"> <li>Project group collaboration has commenced with a number of meetings to establish project terms of reference .</li> <li>The intention is to continue to evaluate regional smart metering solutions and implement new trials on a region-wide basis.</li> </ul>	<p><b>Operational benefits</b></p> <ul style="list-style-type: none"> <li>uniformity and alignment of asset management approaches for future cost reduction with regional trials rather than individual council trials.</li> <li>associated cost saving (OPEX, CAPEX or procurement) with regional focus and approach.</li> <li>associated cost saving (OPEX, CAPEX or procurement) with trials being conducted on a regional basis assessment.</li> </ul> <p><b>Ongoing community benefits</b></p> <ul style="list-style-type: none"> <li>Customer service or affordability improvements where the region benefits from a common approach and outcome to smart meters.</li> <li>Staff skills updated regionally with common approach to meter replacement programs.</li> <li>Customer expense in the cost of leak rebates could be minimised.</li> </ul> <p><b>Supporting water &amp; sewerage service sustainability</b></p> <ul style="list-style-type: none"> <li>Asset Management and optimisation of capital investment with a regional approach to supply and installation of meters.</li> </ul> <p><b>Social and Environmental benefits</b></p> <ul style="list-style-type: none"> <li>Environmental benefits where potable water leakage could be identified quicker and prioritised for repair.</li> </ul>	Ongoing	Ongoing

Initiative	Benefits (monetary, tangible and intangible)	Period	Status in 2020-21
<p><b>Workforce Planning and Resource Sharing Arrangements.</b> (e.g. NATA accredited Laboratories Services)</p> <p>NATA accredited lab located at Proserpine is to be linked with Mackay's NATA accreditation.</p>	<p><b>Operational benefits</b></p> <ul style="list-style-type: none"> <li>• uniformity and alignment for future cost reduction.</li> <li>• associated cost saving (OPEX, CAPEX or procurement) with sharing arrangements across council boundaries.</li> </ul> <p><b>Ongoing community benefits</b></p> <ul style="list-style-type: none"> <li>• Customer service or affordability improvements where servicing can be provided quicker by WIM Alliance councils with on call arrangements.</li> <li>• Improved safety or security with staff travelling less after-hours.</li> <li>• Council reputation improved with better service delivery in fringe areas.</li> </ul> <p><b>Supporting water &amp; sewerage service sustainability</b></p> <ul style="list-style-type: none"> <li>• Regional resilience and sustainability.</li> <li>• Improved regulatory compliance with faster response.</li> <li>• Enhanced regional planning with asset sharing across boundaries.</li> </ul> <p><b>Social and Environmental benefits</b></p> <ul style="list-style-type: none"> <li>• Environmental benefits with faster response to critical sewerage incidents.</li> </ul>	Ongoing	Ongoing



# DOWNS URBAN WATER TECHNICAL GROUP

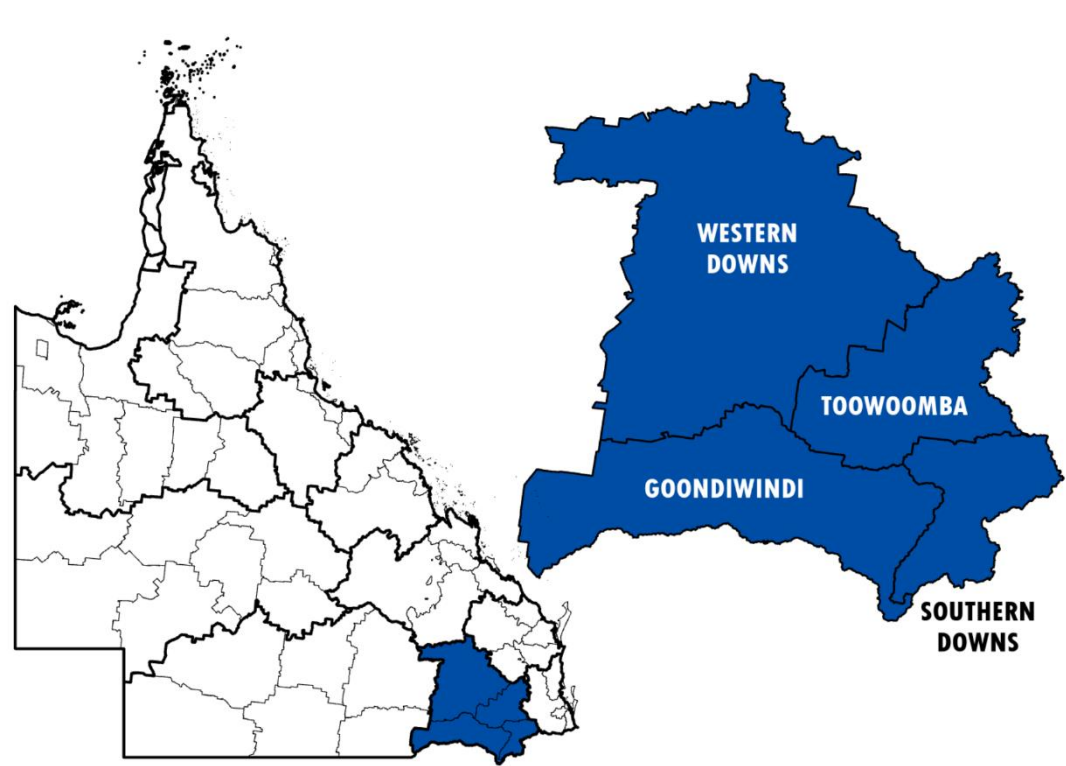
**Regional Coordinator:**

Louise Reeves, *qldwater*



**Chair of Region:**

Phil McEwan, Manager  
Water Infrastructure  
Services, Toowoomba  
Regional Council



**Participating Councils:**



Initiative	Benefits (monetary, tangible and intangible)	Period	Status in 2020-21
Water Supply Security Template Trial (Q5-57)	<ul style="list-style-type: none"> <li>• Comprehensive assessment of risks and solutions for a small community supply (Killarney).</li> <li>• Leveraging local knowledge to improved local water security in Southern Downs RC.</li> <li>• Opportunity to trial the Department’s draft Water Supply Security Template for small communities (e.g. provision of recommendations to develop usability).</li> <li>• Demonstration project for other SDRC, DASB and Queensland small communities.</li> </ul>	2020-21	Complete
Cyber security audit & risk assessment (Q5-60)	<ul style="list-style-type: none"> <li>• Review to assess and improve regional security against cyber-attacks</li> <li>• Identification and prioritisation of risks and optimal solutions.</li> <li>• Development of measures to meet and exceed regulatory requirements for cybersecurity.</li> <li>• Regional approach to streamline and align responses to emerging threats.</li> <li>• Joint approach to for financial procurement savings and streamline/improve contract management.</li> </ul>	2021-22	Complete
Regional Operator Forum and Field Day <ul style="list-style-type: none"> <li>• Follow-on from prior successful forums (DASB 2020 and WIM)</li> <li>• The forum was hosted by Toowoomba forum attracted over 30 staff from across DASB councils</li> </ul>	<ul style="list-style-type: none"> <li>• Network formation and shared knowledge from case study presentations</li> <li>• Improve future one-one-one conversations and build resilience among the region’s operational staff.</li> </ul>	2021	Complete
Alignment of DWQMP Audits	<ul style="list-style-type: none"> <li>• Single contract for auditing DWQMPs across the region</li> <li>• Improved safety and compliance with DWQMPs</li> <li>• Joint procurement savings on specialist consulting services augmented by regional coordinator contract oversight</li> <li>• Opportunity for collaboration on common improvement processes and requirements</li> </ul>	2020-21	Complete

# SOUTH WEST QLD WATER AND SEWERAGE ALLIANCE

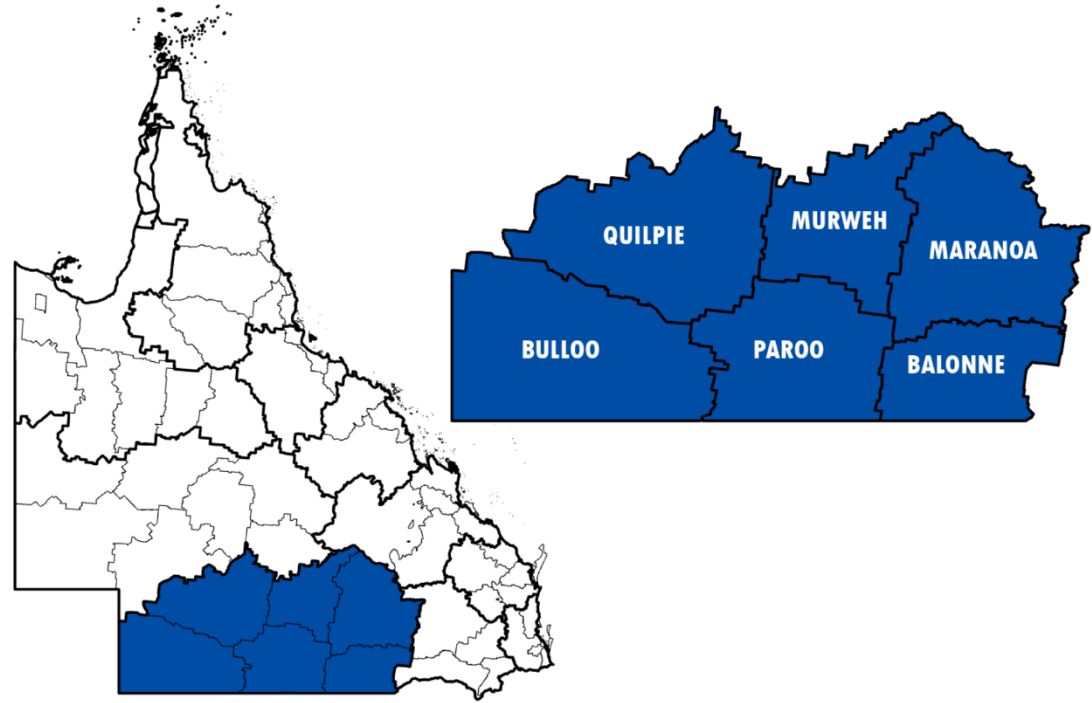
## Regional Coordinator:

Matt Brennan, George  
Bourne & Associates



## Chair of Region:

Peter See, Director of  
Engineering Services,  
Quilpie Shire Council



## Participating Councils:



Initiative	Benefits (monetary, tangible and intangible)	Period	Status in 2022-23
<p><b>SWQWSA -Infrastructure and Asset Management Strategy</b></p> <p>Stage A:</p> <ul style="list-style-type: none"> <li>• Preliminary Project Program</li> <li>• Prepare Project Plan</li> <li>• Site Visits Report</li> <li>• Asset Data Collection</li> </ul> <p><b>Stage B:</b></p> <p>Joint Procurement Contracts in progress, such as:</p> <ul style="list-style-type: none"> <li>• Sewer and Manhole CCTV</li> <li>• Reservoir Inspection</li> <li>• Drinking Water Testing &amp; Assessment of Water Quality</li> </ul>	<ul style="list-style-type: none"> <li>• Innovative collaboration.</li> <li>• Enhances regional maturity in undertaking joint works</li> <li>• Contribution to regional or council sustainability.</li> <li>• Asset management and optimisation of capital investment.</li> <li>• Assess drinking water risks.</li> <li>• Identify any future improvement needs for water and sewage treatment plants to improve environmental stewardship and meet the expectations of the community and regulators.</li> <li>• Identification of the likelihood (condition) and consequence (criticality) of South West Queensland water and sewerage assets.</li> <li>• High-quality works from the management of a single contractor for the whole region</li> </ul>	2020-25	40%
<p><b>Gold Coast Partnership</b></p> <p>The City of Gold Coast Operators travelled to Quilpie and Bulloo Shires to mentor the local operators through skills and knowledge sharing and then the staff from SWQROC visit the City of Gold Coast Water and Sewerage Treatment plant.</p>	<ul style="list-style-type: none"> <li>• Mutual knowledge and experience between the City of Gold Coast, Bulloo Shire Council and Quilpie Shire Council</li> <li>• Provision of technical advice, mentoring, staff exchange opportunities and a framework for continued support and capability and capacity building.</li> <li>• Professional and personal development opportunities for officers enabling peer networks and communication channels that are essential for sustainable utility services</li> </ul>	2022-25	95%

Initiative	Benefits (monetary, tangible and intangible)	Period	Status in 2022-23
<p><b>Certificate III Water Industry Operators</b></p> <p>Successful enrolment of twenty (20) participants from the following member Councils:</p> <ul style="list-style-type: none"> <li>• Balonne Shire Council: 5</li> <li>• Maranoa Regional Council: 5</li> <li>• Bulloo Shire Council: 3</li> <li>• Murweh Shire Council: 2</li> <li>• Paroo Shire Council: 3</li> <li>• Quilpie Shire Council: 2</li> </ul> <p><b>Total: 20</b></p> <p>The Technical Committee approved the proposal from Simmonds &amp; Bristow for Certificate III Water Industry Operators Training</p>	<ul style="list-style-type: none"> <li>• Improve regulatory requirements.</li> <li>• Qualified and competent Water Operators.</li> <li>• Improved the operation of water and sewerage plants.</li> </ul>	2022-24	75%
<p><b>SWQWSA Graduate Engineer Program</b></p> <p>The Water and Sewerage Technical Group (WSTG) of the South West Queensland Water and Sewerage Alliance (SWQWSA) undertook a skills gap analysis which identified the need for approximately 2.5 additional FTEs to provide professional engineering services and support to the regions water and sewerage businesses.</p> <p>The WSTG considers that this need can be addressed by establishing a regional graduate engineer program.</p>	<ul style="list-style-type: none"> <li>• Participating Councils have access to qualified engineers with a developing skills and experience base.</li> <li>• Graduate engineer/engineers shared between participating Councils on basis of need.</li> <li>• Opportunity to develop potential future engineering employee pool.</li> <li>• A collaborative regional program allows staff to make cross-council networks and build collective capacity.</li> <li>• Help improve the operation of water and sewerage plants.</li> <li>• Improved regional benchmarking</li> </ul>	2022-24	30%

# NORTH WEST QLD WATER AND SEWERAGE ALLIANCE

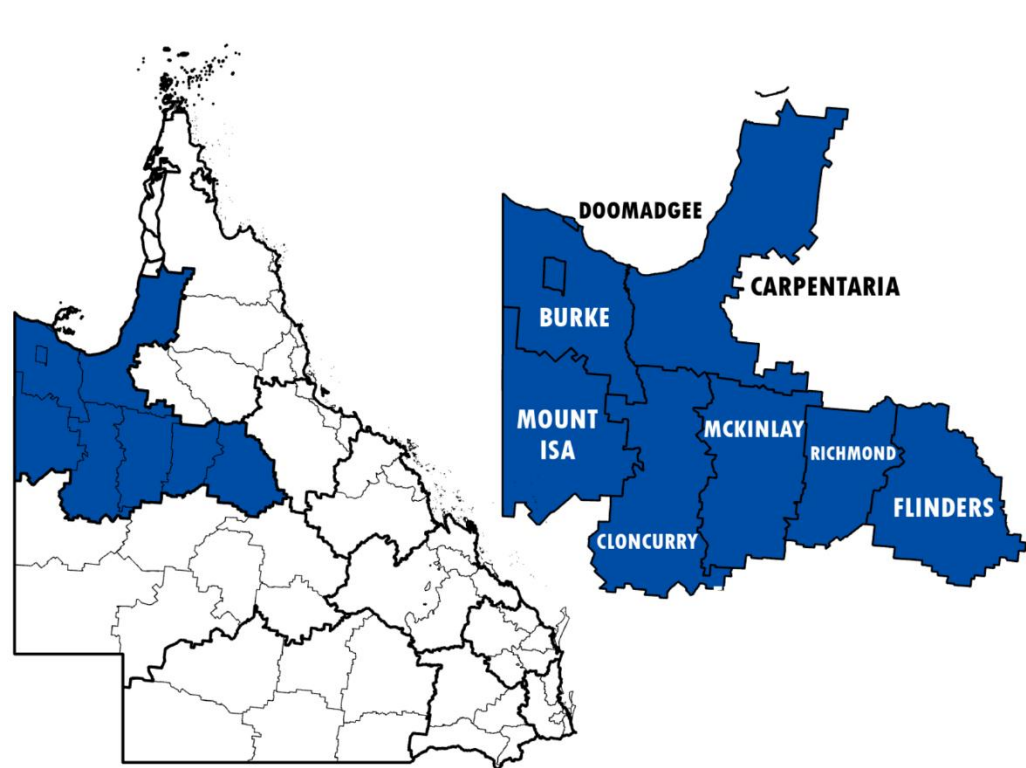
## Regional Coordinator:

Jason Ricks, George Bourne  
& Associates



## Chair of Region:

Stephen Jewel, Mount Isa  
Regional Council



## Participating Councils:



Initiative	Benefits (monetary, tangible and intangible)	Period	Status in 2022-23
<ul style="list-style-type: none"> <li>• NW - QWRAP Constitution</li> <li>• NW – QWRAP Memorandum of Understanding</li> <li>• Documents to be updated following strategic planning workshop.</li> <li>• </li> </ul>	<ul style="list-style-type: none"> <li>• Key Governance documents established for North West Collaboration.</li> <li>• Innovative collaboration</li> </ul>	2022-23	Complete
<p><b>Strategic Workshop</b></p> <ul style="list-style-type: none"> <li>• The NW-QWRAP is conducting a Strategic Workshop, facilitated by an External Industry Expert to further develop the advancement of the alliance.</li> <li>• It is intended that the Workshop will identify an agreed Vision, Mission, and Objectives for the Alliance.</li> </ul>	<ul style="list-style-type: none"> <li>• Regional Advocacy</li> <li>• Sharing Resources</li> <li>• Prioritisation</li> <li>• Significant benefit realisation</li> </ul>	2022-23	25%
<p><b>SCADA assessment and review</b></p> <p>Audit and analysis of SCADA systems of four participating councils in the NW Region:</p> <ol style="list-style-type: none"> <li>1. Burke SC;</li> <li>2. Carpentaria SC;</li> <li>3. Mckinlay SC; and</li> <li>4. Cloncurry SC.</li> </ol>	<ul style="list-style-type: none"> <li>• First collaborative project on water and sewerage management among the NW councils.</li> <li>• Improved regulatory compliance.</li> <li>• Improved management of schemes including safety and security of supply.</li> <li>• Councils exposed to new technology and standards resilient communities.</li> <li>• Regional framework for procurement for future SCADA systems.</li> <li>• Identification of improvement needs and options for joint delivery of common issues.</li> </ul>		

<p><b>Skills Needs Analysis</b> COMPLETE:</p> <ul style="list-style-type: none"> <li>• Part A: The skills gap determination.</li> </ul> <p>TO BE COMPLETED:</p> <ul style="list-style-type: none"> <li>• Part B: Confirmation of the existing plant types, commonality of plants, and trainings required to ensure plants are operated correctly.</li> <li>• Part C: Training needs and priorities for each council and the group, as well as resourcing opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Cost savings due to joint procurement opportunity.</li> <li>• Aggregation of training needs to enable support from RTO market.</li> <li>• Resources Sharing Prioritisation</li> <li>• High likelihood of collaboration with a high degree of collaboration.</li> <li>• Identify any future improvement needs for water and sewage treatment plants to improve environmental stewardship and meet the expectations of the community and regulators.</li> <li>• Enhances regional maturity in undertaking joint works</li> </ul>	2021-24	40% Complete
<p><b>Lagoon Desludging – Joint Procurement Project</b></p> <p>Participating Councils:</p> <ol style="list-style-type: none"> <li>1. Mount Isa City Council</li> <li>2. Carpentaria Shire Council</li> <li>3. Burke Shire Council</li> <li>4. Doomadgee Shire Council</li> </ol>	<ul style="list-style-type: none"> <li>• Proper maintenance of critical water and wastewater assets.</li> <li>• Protection of plant performance through improved cleaning and maintenance of assets.</li> <li>• Extension of asset life through effective maintenance.</li> <li>• Contribution to regional or council sustainability.</li> <li>• High-quality works from the management of a single contractor for the whole region.</li> </ul>	2022-24	80% Complete
<p><b>Reservoir Cleaning</b></p> <p>Participating Councils:</p> <ul style="list-style-type: none"> <li>• Mount Isa City Council</li> <li>• Carpentaria Shire Council</li> <li>• Cloncurry Shire Council</li> </ul> <p>Following initial scoping a decision was made for North West Region to join with RAPAD QWRAP Region in their Reservoir Cleaning Tender.</p>	<ul style="list-style-type: none"> <li>• Proper maintenance of critical water supply assets.</li> <li>• Protection of drinking water quality through improved cleaning and maintenance of water assets.</li> <li>• Extension of asset life through effective maintenance.</li> <li>• Contribution to regional or council sustainability.</li> <li>• High-quality works from the management of a single contractor for the whole region</li> </ul>	2022-24	80% Complete



<b>Water Mains Air Scouring</b>	<ul style="list-style-type: none"> <li>• Proper maintenance of critical water supply assets.</li> <li>• Protection of drinking water quality through improved cleaning and maintenance of water assets.</li> <li>• Extension of asset life through effective maintenance.</li> <li>• Contribution to regional or council sustainability.</li> <li>• High-quality works from the management of a single contractor for the whole region.</li> </ul>	2022-24	80% Complete
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# NORTH QLD REGIONAL ORGANISATION OF COUNCILS

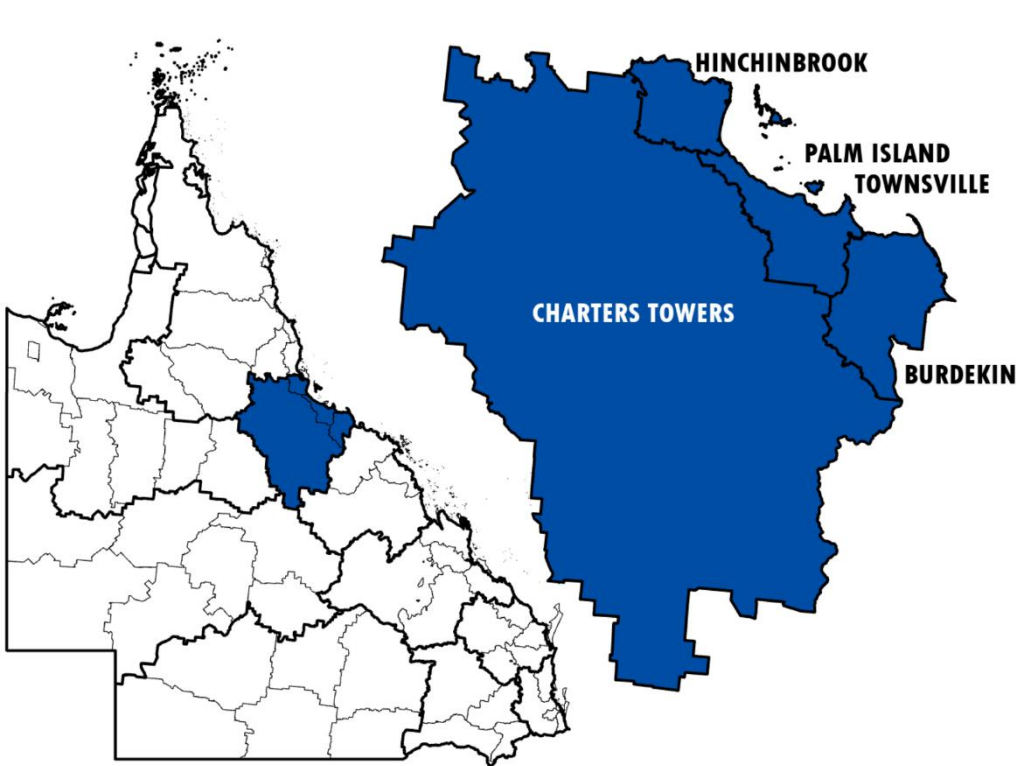
**Regional Coordinator:**

Steve Martin, Palm Island Regional Council



**Chair of Region:**

Joe Galea, Charters Towers Regional Council



**Participating Councils:**



Initiative	Benefits (monetary, tangible and intangible)	Period	Status in 2022-23
<p>Research Partnership on Treatment Options for biosolids in north Queensland</p> <ul style="list-style-type: none"> <li>Partnership among five councils and James Cook University.</li> <li>In future years the project will assess feasibility of short-listed treatment options for the biosolids from North Qld councils.</li> </ul> <p>This project has potential outcomes for the FNQQWRAP Region and during the 23-24 financial year.</p>	<ul style="list-style-type: none"> <li>First-ever regional characterisation of biosolids to identify specific issues and needs for biosolids in tropical Queensland.</li> <li>Identification and quantification of contaminants of emerging concern and potential treatment options.</li> <li>Investigation of alternative treatment technologies to meet stringent Qld biosolids requirements</li> </ul>	2020-24	50% Complete
<p>Regional Water industry Worker program</p> <ul style="list-style-type: none"> <li>This work is delivered through a collaboration between NQQWRAP and the WIM QWRAP Region.</li> <li>This is the Third extension of this successful project which includes Townsville, Burdekin and numerous regional councils</li> </ul> <p>This project is delivered in collaboration with WIM QWRAP Region.</p>	<ul style="list-style-type: none"> <li>The project involves skills development and certification for reticulation employees in the NQROC Council.</li> </ul>	2019-24	Ongoing
<p>Treatment Plant Operator Certification</p>	<ul style="list-style-type: none"> <li>Delivery of accredited training for water and wastewater treatment operators to enable standardised approaches and content across all councils.</li> <li>Regional training cohorts and face-to-face training provide a reduction in training costs and operators from neighbouring councils the opportunity to experience alternative treatment and work processes.</li> <li>Joint delivery and standardisation training methods strengthens regional resilience by improving the transferability of skills and knowledge of operators across various treatment plants within and outside of the NQ region.</li> </ul>	2020-24	Ongoing

<p>Biological Nutrient Removal (BNR) Training</p> <ul style="list-style-type: none"> <li>• The first BNR training outside of South East Queensland has been developed to be delivered in September 2023.</li> <li>• The training will be specific to the plants and conditions in North Queensland and will be held at James Cook University in Townsville</li> <li>• The training will be opened up to other QWRAP Regions (particularly in the North and Far North QWRAP Regions.)</li> </ul>	<ul style="list-style-type: none"> <li>• By pooling resources across regions and through the use of QWRAP funding this training will be made accessible for more technicians.</li> <li>• Project will deliver cost savings, improved environmental performance and assist with the attraction and retention of staff in the North Queensland Region.</li> </ul>	2021-23	50% Complete
<p>Standards and Standard Drawings</p> <ul style="list-style-type: none"> <li>• The aim is to deliver a commonality of standards across the region building on Townsville's participation in CTM Code.</li> </ul>	<ul style="list-style-type: none"> <li>• This project will assist in lifting the standards and consistency of assets across the NQ Region.</li> <li>• This will ultimately extend asset life of assets and put downward pressure on customer water costs.</li> <li>• The project will lead improvements in the quality of donated assets from developers.</li> </ul>	2021-24	25% Complete
<p>NQ SCADA Review</p> <ul style="list-style-type: none"> <li>• Stage 1 of this project is to complete an audit of SCADA systems across NQ QWRAP Region.</li> <li>• The ultimate outcome of the work is to determine what needs to be done to make the Region's SCADA standards the same.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased consistency of SCADA will ultimately save water service providers money and allow for transferability of skills across water service providers in the NQ QWRAP Region.</li> </ul>	2021-24	25% Complete



## Water Industry Worker Program

In February 2019, the Whitsunday, Issac Water Alliance (WIMWA) secured funding from the Queensland Water Regional Alliance Program (QWRAP) steering committee, to host a Learning and Development Project Coordinator (LDPC) position. The focus of the LDPC was to establish a new look Water Industry Worker (WIW) program for regional councils that provided support to facilitate face-to-face training for field-based maintenance and construction teams within reticulation, civil and sewage workforces. Through collaboration and sharing of training location hubs amongst three of the participating councils, the pilot cohort enrolled 30 learners from participating councils of Cairns Regional Council, Burdekin Shire Council, Whitsunday Regional Council, Mackay Regional Council, and Townsville City Council.

A review of the LDPC role was commissioned by the Queensland Water Directorate (*qldwater*) for QWRAP in 2022. The review author stated that feedback was positive, and benefits were acknowledged on the advantages of face-to-face training, formalising the skills of workers, and the networking opportunities seen with the current collaboration hub training. The LDPC role was mentioned to be the key success of the establishment of the program for regional councils, noting the time and effort to coordinate.

***“Feedback on the WIW Training coordinator role indicated that the activities and support provided by the role was crucial to the success of the establishment of the program.”***

QWRAP Water Industry Worker Training Coordinator – Review Report



*Image above: The WIW Learning and Development Program Coordinator Lee-Anne Willis presenting at the 2023 Water Skills Forum*

Due to the success of the pilot program throughout QWRAP alliances, the WIW program with support of a LDPC is now in its fourth year and continues to gain traction.

Training has expanded beyond field-based and construction teams of reticulation, civil, and sewage workforces. Now, it also includes water and wastewater treatment operators, with participation and

support from regional councils. Currently, seventeen councils across several QWRAP regions are actively involved. The total enrolment for the Certificate III in Water Industry Operations for the 2022 – 2023 period amounts to 99 participants.

Certificate III in Water Industry Operations	Treatment Specialisation	Network Specialisation
Bundaberg Regional Council	6	6
Cairns Regional Council		6
Charters Towers Regional Council		2
Cherbourg Aboriginal Shire Council	2	3
Douglas Shire Council		2
Fraser Coast Regional Council	4	7
Goondiwindi Regional Council		1
Gympie Regional Council	4	
Issac Regional Council	5	
Mackay Regional Council	6	5
North Burnett Regional Council	4	3
South Burnett Regional Council	5	4
Southern Downs Regional Council	3	6
Toowoomba Regional Council		2
Townsville City Council	3	2
Western Downs Regional Council	4	3
Whitsunday Regional Council		1



*Mackay Regional Council staff undergoing treatment training through the WIW Program.*

## Supporting Water Industry Training

The funding provided by QWRAP allows the investing councils across Queensland to continue working on common goals and projects to enhance the levels of service and water quality protection for our communities. . Enhanced regional collaboration and accelerated growth supports strategies to build future water sector roles and provide greater sharing initiatives.

The program provides a practical approach to valuing existing skills and creates a pathway for entry level roles to develop new skills and knowledge for the water sector. The VET Water Industry Operations qualification is nationally recognised, providing access to job opportunities across Australia, while up-to-date training and broader career paths offer opportunities for promotion and professional development for council employees.

Embracing a collaborative approach, the funding of the LDPC role, based with MRC and operating across the seventeen investing councils, has provided a resource to focus directly on the successful implementation of the program. This role assists in securing external funding for training of individuals and coordinates the ongoing management of the regional WIW program. The employees participating in this program are on the path to becoming passionate future water leaders with knowledge, experience and a capability skill set developed through on-the-job training and accredited learning.

This program supports employees across multiple council areas by not only providing training and skill development but also offering the opportunity to share knowledge and experiences from across Queensland. Students benefit from face-to-face training, formalising work skills, and are provided with networking opportunities through collaborative training sessions. The LDPC has been promoting the program with the regional alliances; presenting at the *qldwater* Water Skills Forum in June 2023 and traveling to Operator Forums at Cairns and Mundubbera in the later part of the year. Sitting on a skills panel at Cairns, the LDPC spoke of the WIW program and challenges for regional councils to access face-to-face training.

An evident outcome of the WIW is the networking and sharing of best practice approaches and technologies for experienced workers in their field across councils. The training program empowers teams to engage in problem solving solutions, improves customer service, productivity improvements and enables consistent work safety practices. Training enhances the knowledge and skills of the teams, allowing for input to develop better processes.



*Image Left: Treatment Training at Mackay Regional Council*