



# Strategic Plan 2017-21

(Reviewed 2020)



## Our Vision

Sustain, Enhance and Promote the waterways of the Gold Coast to showcase this wonderful asset to our community and visitors

## Our Purpose

To provide the best possible management of the Gold Coast waterways at a reasonable cost to the community and government while keeping regulation to a minimum

## Our Objectives

Promote the safe, sustainable, and efficient use and enjoyment of Gold Coast waterways

Improve access to Gold Coast waterways through investments that balance diversity of use with consideration to the protection of environmental values

Provide localised decision-making that is guided by genuine community engagement

Take an innovative approach to the long-term sustainable management of Gold Coast waterways to ensure resilience

### Our Strategies to support Our Objectives

- Gold Coast Waterways Management Strategy 2014-2023
- Gold Coast Waterways Management Program<sup>1</sup>
- Speed Limits and Behaviour Management Strategy
- Buoy Mooring Management Strategy
- Scientific Research and Management Strategy
- Sand Management Plan and Environmental Management Framework
- Spit Masterplan Implementation Program

### Our Risk, Consequences and Opportunities

#### Risks

- Gold Coast waterways are not sustainably managed over the long-term
- Communication activities and stakeholder/community relationships are ineffective/break down
- A workforce that lacks agility and is unable to adapt to changing waterways management requirements
- Business planning with regards to service delivery inadequate

#### Consequences

- Loss of economic and environmental values linked to the waterways
- Organisational reputation is critically damaged
- Poor business performance
- Service delivery fails to meet stakeholder expectations leading to loss of economic and environmental values and reputational damage

#### Opportunities

- Promoting safe and sustainable use of Gold Coast waterways using appropriate strategic management tools and research
- Apply best practice communications and engagement strategies to maintain relationships and meet community expectations
- Workforce management planning including capability assessments and training for staff regularly undertaken. Where vacancies arise recruit staff with appropriate skill sets
- Developing and implementing strategic plans and policies aligned with GCWA's purpose

### Our Contribution to the Government's Objectives for the community

#### Our Future State: Advancing Queensland's Priorities

**Create jobs in a strong economy:** Improve access to Gold Coast waterways through investments that balance diversity of use with consideration to the protection of environmental values

Take an innovative approach to the long-term sustainable management of Gold Coast waterways to ensure resilience

**Be a responsive Government** Provide localised decision-making that is guided by genuine community engagement

**Keep communities safe:** Promote the safe, sustainable, and efficient use and enjoyment of Gold Coast waterways

### Our Values

- Be successful
- Benefit the community
- Work collaboratively
- Embrace diversity

### Measures of Success

- Percentage of community's overall satisfaction with Gold Coast Waterways Authority's delivery of its 10-year strategy
- Waterways and navigational channels are maintained and free from hazards and environmental values are protected
- Research demonstrates understanding of waterways values (environmental and economic) and is actively incorporated into waterways management
- Navigation aids are maintained, reliable and adequate

<sup>1</sup> Section 19 of the *Gold Coast Waterways Authority Act 2012*: Before the start of each financial year, the authority must develop for the Minister's approval a Gold Coast waterways management program for the year and the following 3 years.

**Note:** In addition to core responsibilities for Gold Coast waterways, the Gold Coast Waterways Authority also has responsibilities under the *Land Act 1994* for several parcels of trust land, including Doug Jennings Park on the northern tip of the Gold Coast Spit.