

# Seqwater's Strategic Plan 2013–2018 Outline



## Our vision

Healthy communities.  
Prosperous region.



## Our purpose

Partnering to enhance the productivity of the region's water supply assets by delivering safe, secure water and catchment services as required by customers and communities.

**Partnering** – our people collaborating with customers, communities, governments and industry.

**Productivity** – minimising costs and being innovative in deriving value from assets.

**Water supply assets** – effectively and efficiently utilising our catchments and infrastructure to source, store and supply water.

**Safe, secure water** – continuing to meet regulated standards, particularly for drinking water, and ensuring water security for the business and the community.

**Catchment services** – providing flood mitigation, recreation, community education and environmental services.



## Our contribution to regional prosperity

As a publicly-owned organisation, we will contribute to the Government's five policy objectives.

Government priority	Seqwater commitment
Grow a four-pillar economy	Ensuring the security of South East Queensland water supply as a resource underpinning the regional economy
Lower the cost of living by cutting waste	Minimising costs by driving water supply efficiency
Deliver better infrastructure and planning	Improving the reliability and performance of regional water supply assets and facilitating whole-of-industry infrastructure planning
Revitalise front-line services	Working more closely with customers and communities
Restore accountability in governance	Transparent performance information available for our customers and communities, as well as effective financial and risk management

## Our role in the water sector

We are a part of the regional water supply network including distributor-retail entities (DREs), local governments and private-sector agencies. Our role is to source, store and supply water from catchments and alternative sources, ensuring quality and reliability for customers. We will work collaboratively with our industry partners to achieve the best whole-of-system solutions and provide leadership as required.

The Government has set standards of performance for our business through a Statement of Obligations. This provides a comprehensive framework for performance, requiring us to:

- Focus on core business (safe, secure, resilient and reliable water supplies)
- Support government objectives and directions
- Be an effective and efficient business
- Communicate, consult and collaborate
- Achieve long-term business sustainability
- Be innovative.

This Strategic Plan has been framed to ensure our business complies with these principles.

## Critical issues for regional water supply

The issues that will be most critical to Seqwater's long-term business performance include:

- Whole-of-water-cycle management recognises the importance of water in all aspects of community life as well as the complexity of the water system. Greater cross sector collaboration and partnerships are required to provide the most cost-effective solutions and maximise long-term benefits.
- Environmental quality of source water catchments under pressures from population growth and other land use impacts is likely to continue to impact water quality, driving up the cost of treatment.
- Regional growth and security of supply will drive innovation. Technologies for the water industry are advancing rapidly. Perhaps of most significance in the long-term are new technologies for households and industry to improve water efficiency and reduce demand.
- Regulatory reforms at both the national and state levels will potentially drive greater efficiency and accountability from water businesses.
- Climate variability, with intense dry and wet periods, impacts on the reliability of supply and on water quality. It also requires greater preparedness for critical events such as floods and drought.
- Skills shortages across many aspects of water supply management are likely to increase in the future. The current relatively high average age of the workforce will result in an increase in retirements over the coming years.
- The water-energy climate change (WECC) nexus is recognised internationally as one of the most important issues within the industry. By working together the two sectors have the potential to achieve significant benefits for agencies and customers.
- The Government's 30-year State Water Strategy, currently in development, will impact future water management strategies.



**OUTCOME AREAS**

**Capable and innovative people**

Seqwater employees are motivated, empowered and supported in their work in delivering on our purpose

**Knowledgeable and engaged community**

The community understand and derive maximum value from the region's water and catchments

**Integrated whole-of-industry approach**

We are a sought after partner known for driving cross regional collaboration to improve performance and drive new opportunities

**Water and catchment services**

Our customers value our services, recognising the benefits they derive from our water and catchment services

**Sustainable financial capacity**

Stakeholders have confidence in the business's efficiency and capacity for growth

**Trusted and respected brand**

Seqwater is synonymous with driving value, performance and innovation in water and catchment services

**PRIORITIES**

**Safety**

- Implement the Safety Management System Framework (SMSF)
- Safety culture and behaviours

**Organisational framework**

- Operating model
- Finalise organisational structure
- E-workforce planning
- Clarify organisational roles and responsibilities
- Enhance performance management

**Organisational culture**

- Align organisational culture with business purpose
- Leadership skills, including accountability and empowerment

**Business capability**

- Business process capability
- Develop and integrate knowledge and information systems with initial focus on operational performance

**Community and stakeholder partnerships**

- Consult with and measure satisfaction of recreation users
- Strengthen community partnerships
- Clarify points of contact with the community
- "Map" community groups and their water/catchment interests
- Implement a stakeholder engagement strategy and model

**Community engagement**

- Develop an industry education strategy (with partners)
- Engage the community regarding flood mitigation strategies and water quality objectives

**Public information**

- Ensure the community can access information about their water and water services

**Addressing community priorities**

- Coordinate an integrated whole-of-grid emergency and flood management planning
- Develop industry-wide drought management approach
- Work with partners to clarify customer expectations and demand management strategies

**Optimising industry performance**

- Establish industry CEO alliance
- Improve whole of supply management processes and efficiency
- Improve integration of agency roles in catchment management
- Develop industry 'catchment-to-tap' program

**Customer and Government relations**

- Monitor customer satisfaction and address concerns
- Improve responsiveness to Government concerns

**Maximising influence**

- Work with agencies to develop light-handed regulation reflecting whole-of-industry risks and costs
- Secure appropriate influence at state and national levels
- Improve relationships with SEQ councils

**Water supply**

- Understand expectations and acceptable risk levels (quality/reliability)
- Review and update contractual relationships with DREs and councils
- Strengthen relationships with irrigators

**Catchment services**

- Develop and implement a recreational strategy and cost model
- Secure investment for catchment rehabilitation
- Improve environmental performance by reducing impact and restoration projects

**Flood mitigation**

- Secure our capability in dam management and flood mitigation

**Planning, research and product development**

- Consider diversification of water services
- Undertake long-term planning for water security
- Undertake research into customer needs
- Input to local and SEQ government planning schemes

**Commercial acumen**

- Achieve efficient operating costs
- Develop organisational commercial capability and accountability
- Optimise cash flow management including reporting
- Clarify expectations for risk and opportunity

**Optimising asset performance**

- Use a whole-of-industry approach to developing strategic operating model/asset master plan for optimisation of assets
- Develop a sustainable capital structure

**Economic regulation and compliance**

- Develop sustainable price-path proposals
- Clarify expectations for rates of return
- Ensure compliance with regulatory and legislative requirements

**Develop brand vision and strategy**

- Understand stakeholder, customer, community, employee and partner expectations
- Identify desired brand "attributes"
- Develop supply chain perspective of customers/ stakeholders
- Implement a clear brand vision and strategy

**Manage key activities and events**

- Undertake customer "follow up"
- Develop sponsorship policy
- Contribute to World Water Congress 2016
- Demonstrated proactive behaviours during significant events

**KPIS**

Change readiness  
Zero harm

Community awareness, understanding of Seqwater services, the water cycle and water quality management

Water Supply Provider Partnership

Catchment condition  
Service standards  
Water supply security

Commercial performance

Brand tracking