

# Strategic Plan

2023-27

## Vision

**Water for Life** - an innovative leader, delivering our most precious resource for generations to come.

## Strategic challenges

Key strategic challenges that present strategic risks and opportunities include:

- evolving customer, community and stakeholder expectations
- Climate change and water security
- capital delivery and competing infrastructure pipeline priorities
- financial, social and environmental sustainability
- pace of technological change
- legacy processes and systems
- maintaining talent and capability
- cultural transformation.

## Performance

Achieving its strategic objectives will realise improved core service delivery to Seqwater's customers and the SEQ community demonstrated and measured by:

- high performance culture
- customer satisfaction
- social licence to operate
- shareholder satisfaction
- sustainable financial performance

## Opportunities

Timely opportunities to further the strategic objectives of the business include:

- revenue stability and certainty
- market engagement and delivery certainty
- Maximising existing water sources to defer supply augmentation
- appropriate powers and authorities

## Purpose

We provide a safe, sustainable and valued water supply on behalf of the South East Queensland community

## Alignment with Queensland Government objectives

**Seqwater supports the Government's objectives for the community:**

**Good jobs: Good, secure jobs in our traditional and emerging industries and Better services: Deliver even better services right across Queensland.** Seqwater is committed to creating a great employment experience and opportunities in an adaptive, attractive organisation so its people can provide a great customer and community experience.

**Great lifestyle: Protect and enhance our Queensland lifestyle as we grow.** Seqwater is committed to providing access to diverse recreation opportunities on its land and water storages without compromising its ability to provide safe, reliable and affordable water and catchment services. Seqwater is preparing water security in South East Queensland in anticipation of the Brisbane Olympic games

**Backing our frontline services and Keeping Queenslanders safe:** Water is fundamental to public health. A bulk water supply that is safe, sustainable and valued sustains communities and underpins a strong and healthy economy. Seqwater is committed to working with and seeking to better understand its stakeholders to deliver this essential service in a way that aligns with community views and values.

**Growing our regions:** SEQ's water resources and infrastructure are a key foundation for economic growth and regional development. Seqwater will respond to responsible Ministers direction regarding the Toowoomba to Warwick pipeline

**Building Queensland:** Prudent and efficient investment in the SEQ Water Grid and other water infrastructure support a strong economy and ensures water now and for future generations

**Protecting the environment:** Seqwater recognises that climate change is a significant challenge for long-term water security and will progress towards its target of net zero carbon emissions by 2050.

Seqwater is committed to collaborating with government, industry and its communities to protect and improve SEQ's drinking water supply catchments and uphold a positive culture of environmental responsibility and recognition of cultural heritage values.

**Honouring and embracing our rich and ancient cultural history:** Seqwater's Reconciliation Action Plan provides strategic direction on how it contributes to the national reconciliation movement between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians.

Seqwater will respect, protect and promote human rights in its decision-making and actions.

## Seqwater's strategic framework

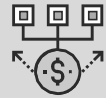
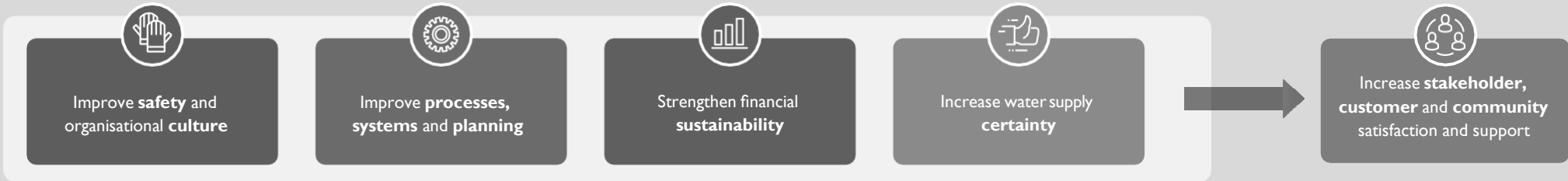
Seqwater has set five strategic objectives in pursuit of its Water for Life vision as detailed on page 2.

Seqwater's strategic objective to Increase stakeholder, customer and community satisfaction and support is at the heart of everything it does. The achievement of this objective is supported by the achievement of its four other strategic objectives.

Over the next four years Seqwater will continue to strengthen the foundations, advance its critical programs and progress work towards building the future

# Strategic Plan

2023-27



## Contemporary Capital Planning and Delivery

Enhance end-to-end capital planning, delivery and reporting



## Asset information and management

Optimise capital and maintenance decisions through delivering the Asset Management Improvement Program and establish a customer centric approach



## Core processes and systems uplift

Ensure its enterprise environment is secure, stable and fit for purpose. Align and deliver core architecture and technology improvements and continue to deliver strategic system improvements



## Culture, safety and capabilities

Improve safety and human resource processes, systems and governance

Priorities  
2023-24



## Supply Augmentation

Responding to increasing demands and climate change through augmenting supply capacity over the next 10 years



## Dam Improvement Program

Progressively complete dam improvements to meet upgrade requirements by 2035



## Sustainability

Maintain and grow Seqwater's social licence to operate through making a positive contribution



## Community awareness and customer centricity

Increase community knowledge, trust and understanding of water security issues planning and decision making. Engage with Seqwater's customers to improve our understanding of their needs and meet those needs in a commercial manner

Strategic focus areas  
2024 -



## Community connection to the value of water



## Organisational agility



## Advance customer centricity



## Sound financial future