Seqwater Strategic Plan 2025–29

Seqwater's strategic framework

Seqwater has four focus areas that will ensure Seqwater's resources are directed toward high value activities that continue to improve core services, deliver against long-term strategic outcomes and achieve objectives in pursuit of its *Water for Life* vision.

Strategic challenges

Key strategic challenges include:

- capital delivery and competing infrastructure pipeline priorities
- emerging water supply challenges
- financial sustainability
- social licence.

Performance

Seqwater's performance is measured by:

- water quality
- continuity of supply
- asset maintenance
- process safety incidents and program completion
- capital investment
- significant project schedule
- EBITDA
- lost time injury frequency rate
- community trust.

Targets are detailed in Seqwater's Operational Plan 2025-26.

Opportunities

- service delivery to customers
- our assets in the community
- shareholder value

Vision

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

Purpose

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

Contribution to Queensland Government objectives for the community

Seqwater supports and contributes to the Queensland Government's objectives for the community. It supports **building a better lifestyle through a stronger economy** and **planning for Queensland's future**.

Seqwater's customers and communities in South East Queensland (SEQ) are at the heart of everything it does.

As the region's bulk water supplier, Seqwater plays a crucial role in planning SEQ's water supply for the future, managing long-term water security, flood mitigation and recreational services.

It ensures a safe and secure water supply for current and future generations by managing water catchment health, operating and maintaining the SEQ Water Grid and water treatment assets.

Seqwater contributes to a strong economy by meeting cost of living challenges through the supply of affordable, reliable and sustainable water while planning long term investments that support future water security and service needs.

Human rights

Seqwater respects, protects and promotes human rights in everything it does.

Objectives

Improve **safety** and organisational **culture**

A high-performance culture aligned with our values and a focus on enabling improved outcomes for people's safety, health and wellbeing.

Improve **processes, systems** and **planning**

Leading practice process, information and systems and asset life cycle management, driving improved decision-making, optimised performance and operational efficiency.

Strengthen financial **sustainability**

Financial flexibility to respond to and manage emerging risks and capital planning delivery aligned with leading practice.

Increase water supply **certainty**

Cost-effective and sustainable water supply with industry-leading water security planning, asset availability and reliability, water quality and dam safety.

Increase **stakeholder, customer** and **community** satisfaction and support

Trusted and valued by stakeholders and our community trust maintained, with a good reputation for sustainability and a consistently-applied customer centric approach.

Strategic outcomes

Service delivery to customers

Water security
Meet long-term demand supply for South East Queensland in accordance with the desired level of service objectives set by Government.

Supply continuity
Maintain a continuous supply of safe drinking water to customers, in accordance with regulatory standards and contractual obligations.

Our assets in the community

Catchment health and dam management
Manage dams and stewardship of South East Queensland water supply catchments for community benefit and sustainable water resources.

Shareholder value

Value
Meet the expectations of responsible Ministers for financial performance, affordability and sustainable value of the business for Seqwater's customers and communities.

Focus areas

ASSET MANAGEMENT AND CAPITAL DELIVERY
Continue a program to drive uplift in asset management and capital delivery capability to meet future service delivery needs.

OPERATIONAL TRANSFORMATION
Progress a multi-year program improving systems, processes and assets to reduce risk, improve productivity amidst long-term operational challenges.

SOCIAL LICENCE
Build Seqwater's social licence to operate as a key enabler for operational activities and delivery of capital projects.

TALENT, CULTURE AND PERFORMANCE
Harness and leverage technology, empowering people and creating a culture of high-performance along with innovative approaches to adapt and respond to the increasing pace of change.