Seqwater Strategic Plan 2024-28



Our Vision

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

Purpose

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

Strategic challenges

Key strategic challenges include:

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

Performance

Seqwater's overall performance is measured by:

- organisational culture
- community trust
- customer satisfaction
- shareholder satisfaction
- financial performance.

Opportunities

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

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

Contribution to Queensland Government objectives for the community

Good jobs:

Sequater 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.

Better services:

A bulk water supply that is safe, sustainable and valued supports communities and underpins a strong and healthy economy. Seqwater is committed to delivering its essential services in a way that aligns with community values.

Great lifestyle:

Seqwater is committed to providing access to diverse recreation opportunities on its land and water storages without compromising its ability to provide safe, sustainable and valued water and catchment services.

Seqwater supports the Queensland Government's Sustainability and Environment, Social and Governance objectives including meeting greenhouse gas emissions reduction targets.

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

South East Queensland's water resources and infrastructure are a key foundation for economic growth and regional development. Investment in the SEQ Water Grid and other water infrastructure support a strong economy and ensures water now and for future generations.

Seqwater's Reflect Reconciliation Action Plan sets a foundation for how it demonstrates Seqwater's commitment to a reconciliation journey with the Traditional Owners of the land, catchments, and waterways on which we operate.

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 and deliver against long-term strategic outcomes and achieve strategic objectives in pursuit of its Water for Life vision.







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

Meeting long-term demand supply for South East Queensland in accordance with the desired Level of Service objectives set by Government.

Supply continuity

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



Our assets in the community

Dam improvements

Meeting regulatory dam safety standards through operational activities, capital investment and non-infrastructure solutions.



Shareholder value

Value

Meeting the expectations of responsible Ministers for financial performance and sustainable value of the business.



Focus areas

CAPITAL DELIVERY TRANSFORMATION

A continuation of the program of work to uplift capital delivery capability to meet the portfolio requirements to 2035.

OPERATIONAL TRANSFORMATION

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

SHAREHOLDER EXPECTATIONS AND SOCIAL LICENCE

Building 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 our people and creating a culture of high-performance along with innovative approaches to adapt and respond to the increasing pace of change.