

# Strategic Plan

## 2021-25



### Vision

Water for life

### Purpose

Water for Life is a safe, secure, affordable water supply that underpins the economy and enhances the lives of all South East Queenslanders.

Seqwater's purpose is to work with its customers to ensure provision of water for households, industry, agriculture and power generation along with maintaining popular recreational facilities and managing dams.

### Strategic drivers

Key strategic drivers that present operational risks and opportunities include:

- water security, quality and social responsibility
- customer and stakeholder expectations
- financial sustainability and affordability
- asset capacity and utilisation
- technology advancement and cyber security
- competition for resource and project delivery.

### Performance indicators

Achieving its strategic objectives will realise improved core service delivery to Seqwater's customers and the SEQ communities, this is demonstrated through:

- service delivery performance
- risk management
- regulatory compliance
- prudent and efficient financial management
- work health and safety performance

### Queensland Government objectives

Water is fundamental to public health. A sustainable bulk water supply that is safe, affordable and reliable sustains communities and underpins a strong and healthy economy. Seqwater is committed to working with its stakeholders to deliver this essential service in a way that aligns with community views and values.

Seqwater is conscious of the economic and other challenges facing SEQ and the critical role for water security in the recovery phase of COVID-19 and to safe guard the health of South East Queenslanders. Seqwater is conscious that it has a responsibility to make the best use of all of its water assets, including the SEQ Water Grid, the Gold Coast Desalination Plant and the Western Corridor Recycled Water Scheme.

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

Seqwater's procurement policy and procedures embrace the principles of the Queensland Procurement Policy and provide a fair and reasonable opportunity for Queensland suppliers, including local suppliers and small to medium enterprises.

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.

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

### Seqwater's strategic framework

The SEQ population continues to grow. By 2027-28, Seqwater will need to supply bulk water for four million people. Seqwater has set five strategic objectives that will deliver customer, commercial and community outcomes over the medium to long-term. To achieve these objectives Seqwater will focus on strengthening its foundations over the next two years, and has identified four priorities for improvement. Beyond this horizon, Seqwater has set four strategic focus areas against which it will continue to make incremental improvements.

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## Strategic objectives



**Improve safety and organisational culture**

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



**Improve processes, systems and planning**

Leading practice process 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 asset availability and reliability.



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

Stakeholder and community trust maintained through sustainability measures and a consistently-applied customer centric approach.

## Priorities

### End to end capital planning and delivery



Enhance end-to-end capital planning and delivery while developing the mechanisms to achieve full recoverability of capital and operating expenditure.

### Asset management framework



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

### Core processes and systems



Improve enterprise information management, align and deliver core architecture and technology improvements and deliver strategic system improvements in key areas.

### Culture, safety and capabilities



Improve safety and human resource processes, systems and governance.

## Strategic focus areas

### Sustainability



### Customer and community insights and engagement



### Certainty of future sources and augmentations



### Financial sustainability, operational efficiency and productivity

