



# Five year outlook

## Strategic Plan 2018 – 2023

### Our vision

Water for life.

### Our role

We partner to deliver safe, secure and cost-effective water and catchment services to our customers and communities.

### Our promise

Safe for life.

We are part of South East Queensland's regional water supply network, which includes council-owned water entities, local governments and private sector agencies. Our purpose is to source, store and supply treated water from catchments and alternative sources, ensuring a high quality and reliable water supply for our customers. We work with our industry partners to achieve the best whole-of-system solutions and provide industry leadership in our region.

To achieve best value for our customers, Seqwater will be striving to:

### Our values

Integrity

Respect

Care

Courage

- focus on customer service, commercial operations and financial outcomes
- provide appropriate safe, secure, reliable and affordable water supplies
- be an effective and efficient business
- invest in improvements and upgrades with a long-term view towards best overall outcomes for the community
- further improve financial performance and sustainability
- support government objectives and directions.

### Our contribution to Government's objectives for the community

Water is fundamental to a livable region. Sustaining communities and underpinning our economy is a safe, secure and reliable water supply. We are committed to water for life and working with our stakeholders, customers and communities to deliver this essential service aligning with community views and values.

Our dedication to a skilled and sustainable workforce that is customer-focused and delivers affordable and equitable water is at the heart of what we do every day.

To support a prosperous and resilient region, we are committed to protecting and improving the health of our water supply catchments and collaborating with our communities to achieve this outcome. When planning for the future, we ensure we understand the impacts of potential changes in our environment.

Involving the people who live and work in the region in our decisions is fundamental to shaping our water future, and we regularly engage with our communities to understand their needs, expectations and vision for the future.

### Critical issues for regional water supply

The issues most critical to our long-term business performance include:

- affordable water for our customers
- attraction and retention of a skilled and committed workforce
- a customer focused workforce that understands and meets customer expectations
- planning and operating water supply assets in a variable climate and during extreme weather events
- collaborative whole-of-water-cycle management
- partnering to improve catchment health
- influencing the long-term regional planning agenda.

OUTCOME AREAS	<p><b>Skilled and committed workforce</b> Our workforce is motivated, empowered and agile, driving change and delivering for our customers and communities</p>	<p><b>Knowledgeable and engaged communities</b> We engage with our customers and communities providing opportunities to understand what we do and seeking feedback to improve our services</p>	<p><b>Trusted and respected partner</b> We work collaboratively with partners to improve performance and explore new opportunities across the region</p>	<p><b>Optimised water and catchment services</b> We take every opportunity to optimise the way we deliver water and catchment services to benefit customers and communities</p>	<p><b>Sustainable financial performance</b> Stakeholders have confidence in the efficiency and long-term sustainability of our business</p>
PRIORITIES	<p><b>A safe workplace</b></p> <ul style="list-style-type: none"> <li>Continuously improve our safety management system</li> <li>Drive workforce behaviours that support a strong safety culture</li> <li>Foster workforce health and wellbeing</li> </ul> <p><b>Organisational framework</b></p> <ul style="list-style-type: none"> <li>Implement new operations and maintenance delivery models</li> <li>Enhance performance management</li> </ul> <p><b>Positive organisational culture</b></p> <ul style="list-style-type: none"> <li>Attract and retain the right people</li> <li>Build an effective leadership team</li> <li>Strengthen skills in leadership, empowerment and accountability</li> <li>Invest in the skills and capability of our people to build an agile, proactive, engaged and customer-focused workforce</li> <li>Develop a baseline for our organisational culture</li> <li>Recognise and reward performance</li> </ul> <p><b>An information enabled business</b></p> <ul style="list-style-type: none"> <li>Implement technology solutions to make our workforce more efficient and responsive</li> <li>Enhance our information, tools and processes to support decision-making</li> <li>Leverage geographic information system capability to support our field workforce</li> </ul>	<p><b>Engaging customers and communities</b></p> <ul style="list-style-type: none"> <li>Proactively engage and listen to customers and respond to their needs</li> <li>Strengthen community partnerships</li> <li>Implement our customer engagement framework and develop a long-term customer engagement plan</li> <li>Engage with customers about service level expectations and longer term water supply plans.</li> <li>Explore opportunities to engage with customers and communities through traditional and digital communication channels</li> <li>Develop a customer service benchmark so we can measure our performance</li> </ul> <p><b>Supporting outdoor recreation</b></p> <ul style="list-style-type: none"> <li>Provide a range of recreation opportunities at our water supply lakes</li> </ul> <p><b>Improving access to information</b></p> <ul style="list-style-type: none"> <li>Increase customer access to information about their water, and water and catchment services</li> </ul>	<p><b>Addressing community priorities</b></p> <ul style="list-style-type: none"> <li>Work with customers and partners to understand customer expectations and develop demand management strategies</li> <li>Coordinate integrated whole-of-water-grid emergency and flood management planning</li> <li>Develop an industry-wide drought management approach</li> </ul> <p><b>Optimising industry performance</b></p> <ul style="list-style-type: none"> <li>Drive South East Queensland's water service providers' partnership to improve whole of supply management processes and efficiency</li> </ul> <p><b>Maximising influence</b></p> <ul style="list-style-type: none"> <li>Shape and influence our external environment through stakeholder engagement</li> <li>Secure appropriate influence at state and national levels</li> <li>Contribute to long-term local and state government regional planning through enhanced relationships with SEQ councils and government agencies</li> <li>Partner to advocate for and improve catchment health and source water quality</li> </ul> <p><b>Building our brand</b></p> <ul style="list-style-type: none"> <li>Increase our understanding of customer, community, government and industry needs and expectations</li> <li>Continue to implement brand strategy</li> <li>Undertake targeted public information campaigns</li> </ul>	<p><b>Achieving operational excellence</b></p> <ul style="list-style-type: none"> <li>Provide a safe, secure and cost effective water supply that meets customer and community requirements</li> <li>Optimise the use of energy, chemicals and other resources to reduce the cost of producing water</li> <li>Understand expectations and acceptable risk levels for water quality and reliability</li> <li>Invest in real-time, best appropriate practice monitoring and control systems for water supply infrastructure and process operations and performance</li> </ul> <p><b>Enhancing catchment services</b></p> <ul style="list-style-type: none"> <li>Continue to enhance recreation opportunities</li> <li>Understand how catchment improvement initiatives can contribute to source water risk reduction</li> <li>Advocate and secure investment for catchment improvement</li> <li>Build relationships with landholders to improve catchment health</li> </ul> <p><b>Excelling in flood mitigation</b></p> <ul style="list-style-type: none"> <li>Grow our expertise in dam management and flood mitigation</li> <li>Continue to support a skilled flood operations team that uses international best practice models and processes, and operates our dams in accordance with flood manuals</li> </ul>	<p><b>Improving commercial performance</b></p> <ul style="list-style-type: none"> <li>Achieve efficient operating costs</li> <li>Develop organisational commercial capability and accountability</li> <li>Optimise cash flow management, including reporting</li> <li>Ensure effective risk management processes</li> <li>Benchmark operating and maintenance costs against other utilities</li> </ul> <p><b>Optimising asset performance</b></p> <ul style="list-style-type: none"> <li>Drive the most value out of our water supply infrastructure through leading edge asset management and strategic optimisation of asset use</li> <li>Improve asset management processes and systems</li> <li>Optimise asset renewal and maintenance programs</li> <li>Ensure asset investments are prudent and efficient</li> <li>Invest in long-term asset planning</li> <li>Develop certified and integrated management systems</li> </ul> <p><b>Achieving economic regulation objectives</b></p> <ul style="list-style-type: none"> <li>Lead the way in driving value for customers</li> <li>Develop sustainable bulk water price path proposals</li> <li>Work with agencies to achieve a regulatory environment that drives value for customers</li> </ul>
OPPORTUNITIES	<ul style="list-style-type: none"> <li>Leverage the continuing implementation of the organisational model to build excellence in processes and people</li> </ul>	<ul style="list-style-type: none"> <li>Build community awareness by actively engaging them in decision making around long-term water security</li> </ul>	<ul style="list-style-type: none"> <li>Ensure the industry model works to its full potential by working with key partners to optimise water service delivery to the community</li> </ul>	<ul style="list-style-type: none"> <li>Working with the community to leverage catchment improvement for long term water quality benefits</li> </ul>	<ul style="list-style-type: none"> <li>Successfully engage with the regulator to ensure a regulatory framework that supports our long-term sustainability</li> </ul>
KPIs	<ul style="list-style-type: none"> <li>Work health and safety incident performance</li> </ul>	<ul style="list-style-type: none"> <li>Community water knowledge</li> </ul>	<ul style="list-style-type: none"> <li>Regulatory compliance</li> <li>Environmental performance</li> </ul>	<ul style="list-style-type: none"> <li>Emergency readiness</li> <li>Water quality</li> </ul>	<ul style="list-style-type: none"> <li>Financial sustainability</li> </ul>