



2030 Strategic Ambition



Acknowledgement of Country

Unitywater acknowledges the Traditional Owners of the lands on which we operate – the Jinibara, Kabi Kabi and Turrbal people. We recognise their significant contributions to the conservation of our environment and their deep connection to the land and waters.

We pay respect to their Elders, past, present and emerging, and acknowledge the important role all Aboriginal and Torres Strait Islander peoples continue to play within our communities.

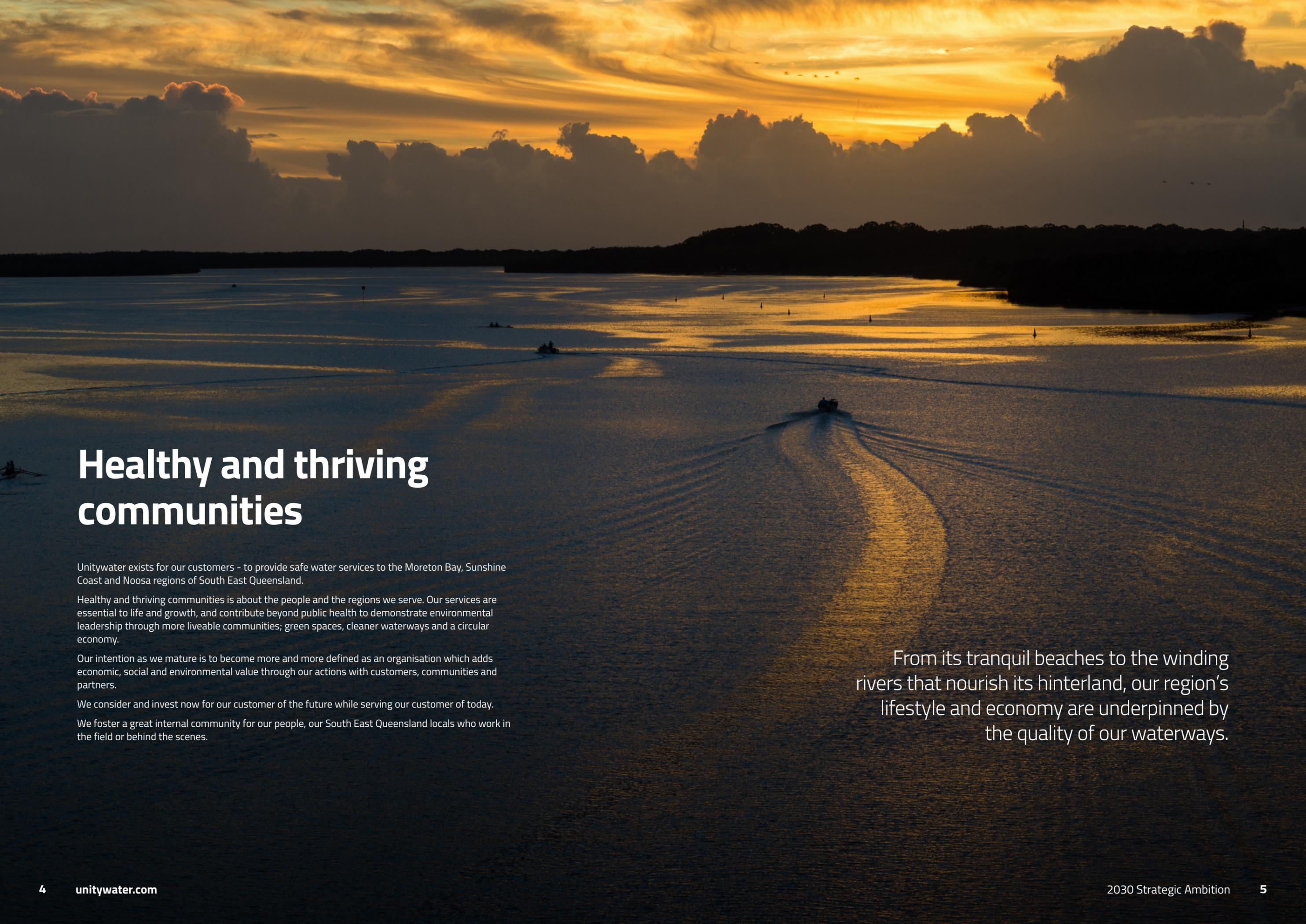


Our Cultural Spring motif symbolises a **water hole**, traditionally a gathering place where knowledge is shared. The depth of colour illustrates the **connection between land and water** and our **commitment to reconciliation**, bringing our people together and fostering a deeper understanding and respect for Aboriginal and Torres Strait Islander cultures.

We are proud to have worked with Gilimbaa Creative Agency on this cultural artwork.



Unitywater is a statutory authority, formed under the *South East Queensland Water (Distribution and Retail Restructuring) Act 2009*. Governed by an independent, skills-based Board, **we have a Participation Agreement with our shareholders** – Moreton Bay Regional Council, Sunshine Coast Council and Noosa Council, we are committed to providing sustainable returns.



Healthy and thriving communities

Unitywater exists for our customers - to provide safe water services to the Moreton Bay, Sunshine Coast and Noosa regions of South East Queensland.

Healthy and thriving communities is about the people and the regions we serve. Our services are essential to life and growth, and contribute beyond public health to demonstrate environmental leadership through more liveable communities; green spaces, cleaner waterways and a circular economy.

Our intention as we mature is to become more and more defined as an organisation which adds economic, social and environmental value through our actions with customers, communities and partners.

We consider and invest now for our customer of the future while serving our customer of today.

We foster a great internal community for our people, our South East Queensland locals who work in the field or behind the scenes.

From its tranquil beaches to the winding rivers that nourish its hinterland, our region's lifestyle and economy are underpinned by the quality of our waterways.

Our context

Our **2030 Strategic Ambition** sets the direction and tone for the organisation we want to be in the future. It will keep us focused as we navigate our external environment.

Unitywater operates in one of Australia's most exceptional environments in terms of natural beauty, geographical and demographic breadth. Proudly providing safe and reliable water to customers in Moreton Bay, Sunshine Coast and Noosa, we are a water utility serving one of the fastest growing regions in the country. With two out of three of our councils areas of remit declared UNESCO Biospheres, consideration of interaction with our natural environmental assets is growing all the time.

Our context is changing, presenting our organisation with a number of significant opportunities.

 <p>Our community's expectations of us, rising to meet their needs now and into the future.</p>	 <p>Technologies offering real potential benefits to our customers and the network, but requiring significant investment.</p>	 <p>Workforce of the future and the competition to maintain and attract talent.</p>	 <p>Significant increase in population across the communities we serve and the responsible expansion of our network.</p>
 <p>Our climate is changing, making net zero targets and sustainability goals more important than ever.</p>	 <p>The 2032 Brisbane Olympic and Paralympic Games will inspire us to work together to showcase our quality services and network.</p>	 <p>Meaningful collaborations with First Nations people, industry, innovators and partners.</p>	 <p>Evolving regulatory responsibilities as the water cycle becomes increasingly understood and valued.</p>



To position effectively we have created an overarching narrative that sets out our priorities and guides our organisation towards the next decade. Our 2030 Strategic Ambition has been built around four themes which are linked to who we are now and who we intend to be.

These themes will provide clarity as we set our priorities, remain focused on achieving our goals, and externally help our stakeholders understand where Unitywater is heading.

In delivering these, we will achieve outcomes for our customers, our community, our people and our stakeholders.

The development of our Ambition was informed by our people, our customers, and the expectations of our owners. We thank everyone who was involved in helping us shape it.

Corporate Strategic Plan

Our Ambition will be complemented by our Corporate Strategic Plan which has a five-year outlook and annual addendum. Each edition will contain more detailed goals and capital works which reflect the steps on our journey to achieving our Ambition, taking a more detailed dive into our organisation's immediate goals and key measurements of success.



Strategic themes

Healthy and thriving communities

 Value every drop	 Customer of the future
Delivering reliable, secure, safe water supply	Creating and supporting green and blue spaces for community wellbeing and amenity
Treating water as a reusable resource, from drinking water to treated and recycled wastewater	Prioritising intelligent operations that result in better customer experience
Moving to predictive maintenance	Broad collaboration with First Nations peoples
Demonstrating environmental leadership in water management	Ensure infrastructure is resilient to climate change
Maximising our economic contribution	Committed to Net Zero carbon, phosphorous and nitrogen

 Keep it simple	 One Unitywater
Simplified processes	Our people go home safe every day
Clear job design	We value our people's expertise
Working together to find solutions	Demonstrating collaboration with partners
Early, genuine engagement and listening	Talented and skilled people want to be part of the Unitywater team
Prioritising projects and programs that deliver on our Ambition	One Unitywater, one team



Our strategic intent

- We are efficient in the delivery of our services.
- Our communities view water as a precious and finite resource.
- We maximise reuse of treated wastewater and change our biosolids into different products.
- We commit to growing our smart network, installing more smart sensors and moving to predictive maintenance.
- We have reliable and diversified sources of revenue to offset costs.

A step on the journey

- **Smart sensors:** Smart sensors will continue being installed across our network, allowing real time water quality monitoring, and the detection of leaks and faults in our system before they occur. This improves community resilience by reducing outage disruptions, saving water and ensuring consistent water quality.
- **Wamuran Irrigation Scheme:** A recycled water scheme which provides year-round water security for a number of Wamuran farmers while sustainably managing treated wastewater from the Caboolture South Sewage Treatment Plant. We're giving the water a new life and growing the local economy.

Sustainable Development Goals



Wamuran Irrigation Scheme in action.



Value every drop

Water is our most precious resource. To ensure as a community we value every drop, we continually explore ways to be more efficient and sustainable.

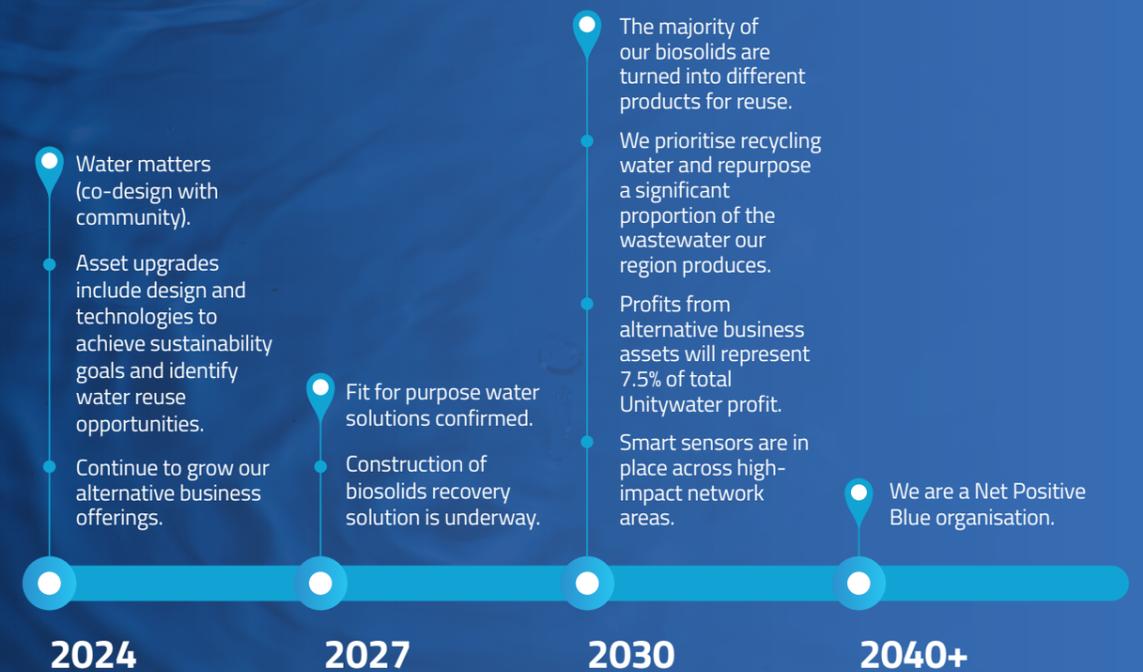
We are aiming for a future of Net Positive Blue where our treated wastewater for reuse will increase in value and we will consider and apply opportunities for fit-for-purpose water wherever possible.

It is our responsibility to keep our communities healthy by providing stable, secure and safe water. We have an ambition to be an environmental leader, looking for innovative ways to conserve and protect water supply amidst a rapidly changing, climate-driven environment. We have a role to engage and lead in our community, promoting water literacy and advocating for the mindful use of water.

As a strong economic contributor, we support growth across our region. We will continually strive to better manage our services, returning greater value to our stakeholders and encourage further investment in our growing communities. We will be open to creative opportunities that realise financial benefits from our assets.

Unitywater acknowledges that to achieve much of this ambition, we need to prioritise digitisation and advances in technology. By using new technologies, we can create a smart network, save water, predict problems before they occur and streamline our activities to protect and preserve this precious resource for our entire community, today and into the future.

Our strategic horizon 2024 to 2030 and beyond





Our strategic intent

- Our customers value us and we are easy to do business with.
- Find ways to predict customer experiences, while keeping prices affordable into the future.
- Contribute to greener, healthier communities, cleaner waterways, coastal waters and green corridors.
- Work hand in hand with planning authorities to build resilient and smart communities of the future.
- Commit to engaging community and First Nations peoples when making big decisions.

A step on the journey

- **Smart water meters:** Smart water meters are replacing traditional water meters for homes and businesses in our region. These water meters have found significant water savings by detecting leaks early and helped residents save on their water bills.
- **Blue Heart:** The Blue Heart Restoration Project protects and manages the heart of the Maroochy River floodplain across a 5,000 hectare ecosystem of the Yandina Creek Wetland. We're working to protect it now and into the future by restoring former farming land into coastal wetlands to realise the benefits for carbon sequestration, increase biodiversity, manage flood mitigation and improve access to community recreation.



Our people with members of the community pictured with a 'Fountain O' painted by First Nations Uncle, Lyndon Davis.

Sustainable Development Goals



Customer of the future

Well-established in the communities we serve, we know our customers and are an integral part of their lives. With an ever-changing landscape, advances in technology and a growing population, we recognise that as our customers grow and develop, so will we. We must rise to meet our growing population needs with significant capital infrastructure investment.

As we go about our daily operations of today, we will also consider and plan for our customers of tomorrow.

Our future customer will come to expect that we will know about and fix a problem before they realise it ever happened - our investment in technology and growth of our intelligent networks will take us to that future experience.

We will be active to achieve Net Positive Green, planting more trees than we remove. Future communities will have green, open spaces with

native plants and fauna. They will benefit from our fit-for-purpose water and be a place that our customers will go and feel a sense of serenity and enjoyment. Working with our partners, we will bring these places to our future communities.

A future customer experience includes how bills are paid and how they interact with us. They will expect to be at the table when we are working out priorities and when we are deciding on matters that affect them. We will ask customers, community and First Nations representatives to have their say when we co-design our shared future.

To achieve our net zero nutrients (phosphorus and nitrogen) goals by 2040, we will learn from and apply tested and emerging ideas, including green technologies.

Our ambition aligns with the Queensland Government's goal to achieve 80% renewable energy by 2035 and puts us on the road as we transition to a net zero carbon future by 2040.

Our strategic horizon 2024 to 2030 and beyond





Our strategic intent

- We commit to invest in digital solutions in the office, the field and our network.
- Engagement and communication to be clear and simple.
- We create partnerships and adopt innovation, particularly around technologies, with a flexible, open mindset.
- We reduce unnecessary paperwork while retaining good governance.

A step on the journey

- **Build Better Together:** Working alongside our partners, we deliver projects that bring together all points of our supply chain. Our partners provide a seamless service from design to delivery of critical infrastructure across our network.
- **Development Services Solutions:** Improving the transparency and efficiency of our development processes for the benefit of our people and customers to streamline our approach and meet the evolving needs of our customers in a growth environment.

Sustainable Development Goals



Our people working in our Maroochydore office monitoring projects via our Development Services Portal.



Keep it simple

Unitywater acknowledges there's power in keeping things simple. We prioritise projects that align to our 2030 Strategic Ambition. We look into the future and see a workplace where it's easy to get your job done, simple to connect with others and everyone works together to get the best outcome for each other and for our customers.

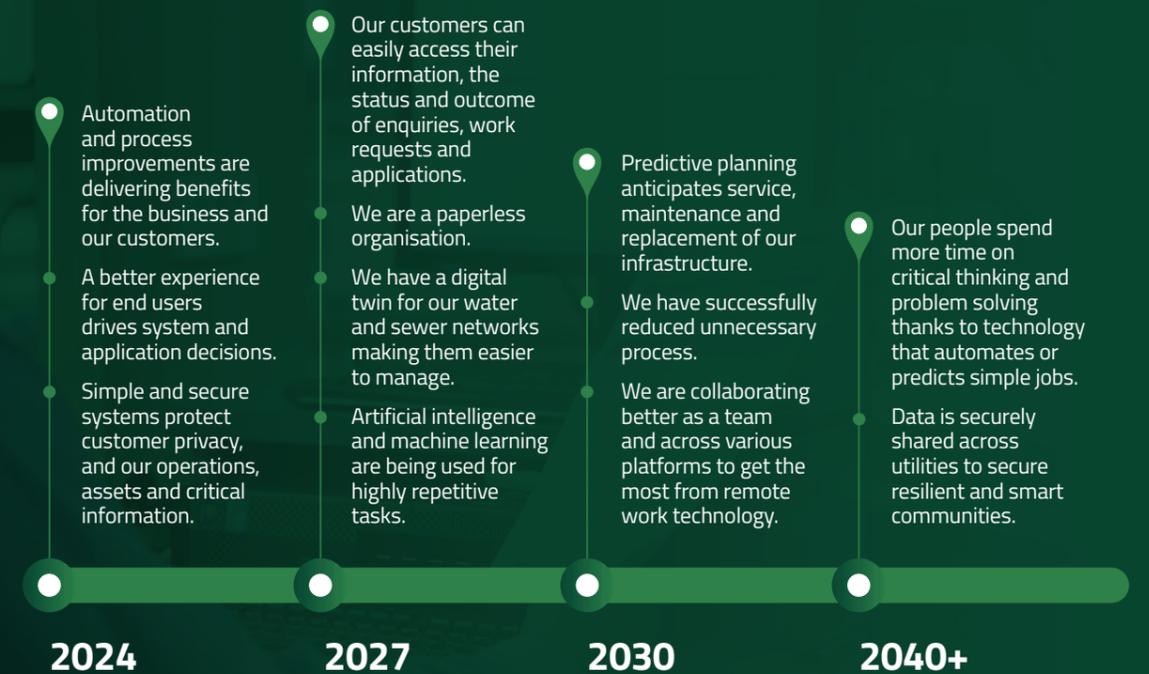
Our ways of working will be simpler. We are committed to being collaborative and solutions-focused, fostering a workplace that encourages honest and open communication where people are listened to and involved.

As we set a course for 2030, we will prioritise embracing effective technology and welcoming ideas for improvement across the entire organisation.

By enhancing our internal operations, our external focus will also streamline, which for our customers and other stakeholders, will make us easier to do business with.

We plan to advance technologies to make it easier for our people to do great work while valuing the high level of work our people do every day to help our communities flow.

Our strategic horizon 2024 to 2030 and beyond





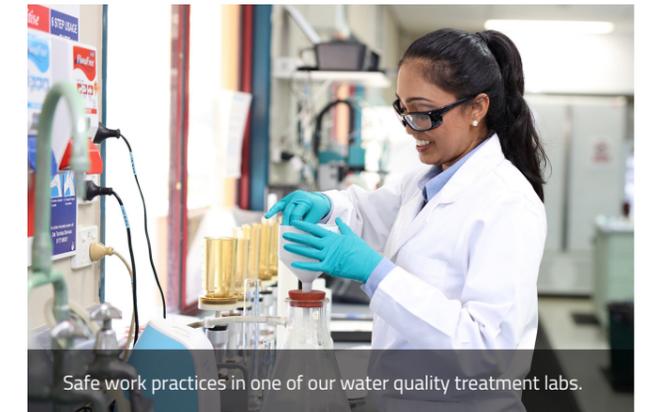
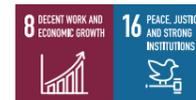
Our strategic intent

- Our people feel safe, included and valued in a positive workplace.
- Our people act as one team across the organisation.
- We attract diverse talent with the right skills to optimally meet our customer's needs.

A step on the journey

- **Better and safer together:** Program of work to transform the way we interact and our attitudes towards keeping our team mates safe. We are one step closer to our goal of mateship in the safety maturity model and have strengthened all of our constructive styles in our culture model.
- **Working smarter:** We continue to build our capabilities to support our Strategic Ambition through our Great Shape Behaviours, our strategic workforce planning and redesigning the way we deliver training.

Sustainable Development Goals



Safe work practices in one of our water quality treatment labs.



One Unitywater

Without a dedicated, motivated and talented workforce, our Ambition would not be possible.

Regardless of whether they are behind the scenes, we know that our people are here for the community they serve, and they are here for each other. It's how we will ensure our people go home safe every day.

We will foster a workplace that has every person at Unitywater feel that they are part of an internal community. Regardless of whether you are behind the scenes or in the field, every team member works towards one goal, as one team.

Our people will know that they are trusted to make decisions and have the authority to take responsibility. That they work in an environment

where they feel supported, have the right tools to do their best.

Cultivating this work environment also means we support equitable opportunities for remote and hybrid working where appropriate.

By fostering this positive unity across the organisation, we will be a destination for diverse talent. We want to retain our committed and knowledgeable workforce, while attracting the best talent in the future, ensuring we have the right people with the right capabilities to help us achieve our Strategic Ambition to 2030 and beyond. We commit to empowering our people to be the best version of themselves.

Our strategic horizon 2024 to 2030 and beyond

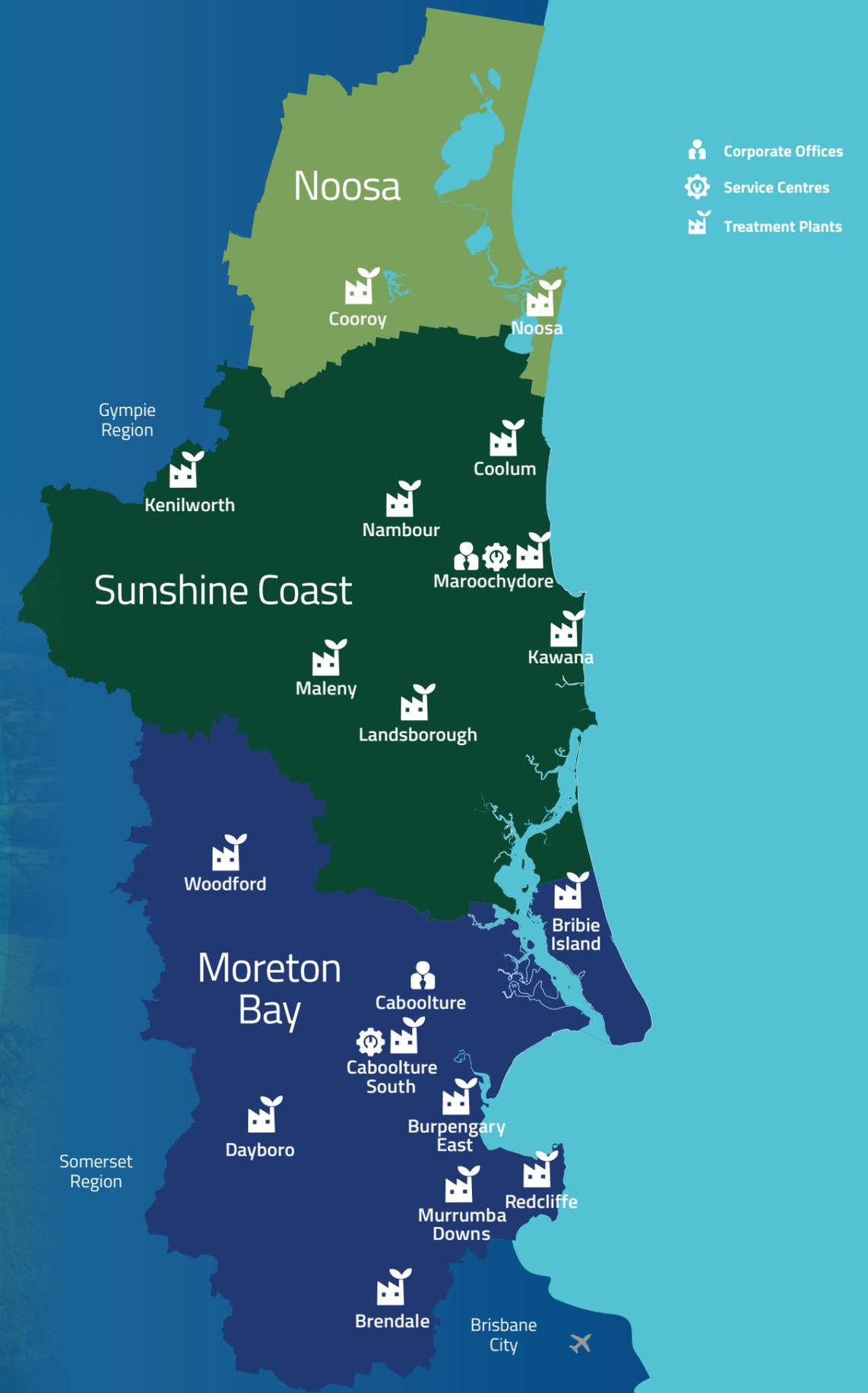


Our Service Region

Our service is set to grow to **1 million residents by 2031**.

Unitywater will invest \$2 billion by 2030 to **upgrade and build infrastructure** in ways that meet the **challenges of population growth and climate change**.

We will do this in a way that meets the **high standards of our unique and natural environment**.





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