



2030
Strategic
Ambition

Acknowledgement of Country

Unitywater respectfully acknowledges the Traditional Custodians of the lands and waterways in which we live, work and operate, the Kabi Kabi, Jinibara and Turrbal peoples.

We honour their enduring connection to these places and their deep cultural, spiritual and environmental knowledge and stewardship over the waterways that sustain us all.

We pay our deepest respects to Elders past and present, who hold the wisdom, traditions and stories of their people.

We are dedicated to truth-telling, promoting reconciliation and inclusion, ensuring that the voices and perspectives of First Nations peoples are heard and valued.

We commit to integrating Indigenous knowledge into our work to protect and sustain our precious water resources.

Together, as one Unitywater, we strive for a harmonious and inclusive community, united in respect, understanding and shared stewardship of our environment.





Here for *healthy* and
thriving communities

We're here for *healthy* and *thriving* communities

Unitywater exists for our customers – providing safe and reliable water and wastewater 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 economic growth and contribute beyond public health, as we demonstrate environmental leadership by supporting more liveable communities, green spaces, cleaner waterways and a circular economy.

Our intention, as we continue to mature, is to become more and more defined as an organisation that 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.

Our operating context

Our 2030 Strategic Ambition sets the direction and tone for the organisation we want to be in the future for our customers and community. 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 and geographical and demographic breadth.

Proudly providing safe and reliable water to customers in Moreton Bay, Sunshine Coast and Noosa, we're a water utility serving one of the fastest-growing regions in the country. And, with two of our three council areas declared UNESCO Biospheres, we have a growing focus on how we interact with the natural environment.



Our context is changing, presenting our organisation with significant opportunities. To position ourselves effectively for our current and future customers, we've 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 – value every drop, customer of the future, keep it simple and one Unitywater – 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 customers and stakeholders understand where Unitywater is heading. In delivering these, we'll 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.

The 2030 Strategic Ambition is supported by three corporate strategies – customer and community, sustainability, and people – which provide greater detail on how we'll achieve the goals of the 2030 Strategic Ambition by identifying and aligning the tasks and initiatives, and supporting effective resource prioritisation and planning.



Our communities

Steadily increasing community expectation to meet their needs now and into the future, including minimising our environmental impact



Technology

Technologies offering real potential benefits to our customers and the network, but requiring significant investment



Our workforce

Workforce of the future and the competition to maintain and attract talent



Population growth

Significant increase in population and high demand for housing across the communities we serve and the responsible expansion of our network



Our climate

Our climate is changing, making net zero targets and sustainability goals more important than ever



Working together

The 2032 Brisbane Olympic and Paralympic Games will inspire us to work together to showcase our quality services and network



Collaborating

Meaningful collaborations with First Nations peoples, industry, innovators and partners



Our responsibilities

Changing regulatory landscapes requiring new responses to economic, environmental, health and social priorities



Affordability

Rising cost pressures impacting affordability for both our customers and our organisation

Our service region

We serve one of Australia's fastest-growing regions.

With an existing population of around 950,000, we expect to welcome an additional 520,000 people in the next 20 years.

To meet the needs of our current and future residential, commercial, trade waste and developer customers, we'll invest \$2B in new and renewed infrastructure by 2030, continuing to deliver safe and reliable water and wastewater services that support the liveability of our unique and diverse region.



An aerial photograph of a wide river flowing through a lush green landscape. The river is a vibrant blue, and the surrounding land is covered in dense green vegetation. In the background, there are several mountains, including a prominent one with a sharp peak. The sky is clear and blue.

Strategic themes

Healthy and thriving communities



Value every drop

Delivering reliable, secure, safe water supply

Supporting our communities to treat water as a reusable resource, from drinking water to treated and recycled wastewater

Moving to predictive operations and maintenance

Demonstrating environmental leadership in water management

Maximising our economic contribution



Customer of the future

Creating and supporting green and blue spaces for community wellbeing and amenity

Delivering a customer experience based on prevention, resolution and communication

Collaborating broadly with First Nations peoples

Investing in affordable water and wastewater assets and infrastructure and ensuring they're resilient to climate change

Taking action toward Net Zero CO₂e, phosphorous and nitrogen



Keep it simple

Simplifying and improving processes supported by technology advances

Working smarter to achieve improved efficiency and productivity

Working together with an agile approach to find solutions

Listening and valuing feedback by engaging early and genuinely

Prioritising projects and programs that deliver on our 2030 Strategic Ambition



One Unitywater

Caring together so we all go home safe every day

Valuing our people's expertise and contributing as one

Demonstrating collaboration with partners

Attracting talented and skilled people to be part of the Unitywater team

Creating the future, caring together and owning it as one Unitywater

Value *every* drop

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

We're aiming for a future of Net Positive Blue where we're creating fit-for-purpose solutions enabling beneficial reuse for our community, returning water to nature to support healthy ecosystems and contributing to future-proofing our service regions' water supply.



It's 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'll continually strive to better manage our services, return greater value to our stakeholders and encourage further investment in our growing communities. We'll 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.

SUSTAINABLE DEVELOPMENT GOALS



OUR STRATEGIC INTENT

- We're efficient in the delivery of our services.
- Our communities view water as a precious and finite resource.
- We maximise reuse of wastewater and create sustainable bioresources.
- We commit to growing our smart network, installing more digital sensors and moving to predictive maintenance opportunities.
- We have reliable and diversified sources of income to contribute to stabilising costs over time.

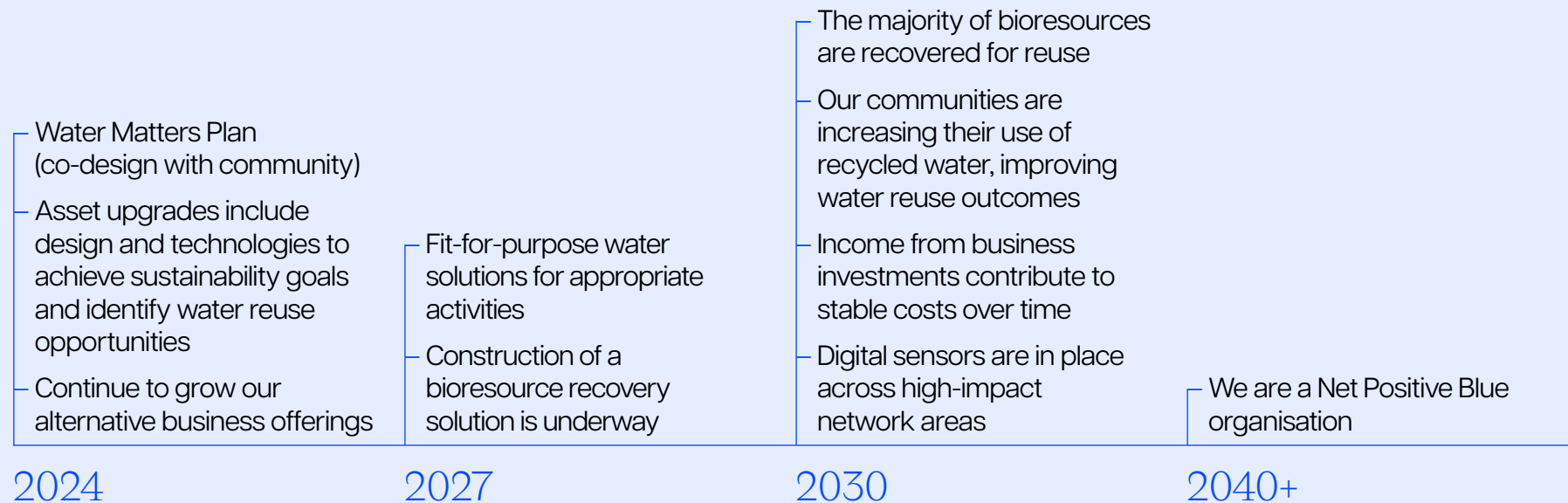
A STEP ON THE JOURNEY

Digital sensors: Digital 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 that provides year-round water security for a number of Wamuran farmers while sustainably managing treated wastewater from the Caboolture South Wastewater Treatment Plant. We're giving the water a new life and growing the local economy.

OUR STRATEGIC HORIZON 2024 TO 2030 AND BEYOND

VALUE EVERY DROP



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 external context, 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's needs with significant infrastructure investment.

As we go about our daily operations of today, we'll also consider and plan for our residential, commercial, trade waste and developer customers of tomorrow, with a strong core experience that is backed up in the moments that matter.

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



To reduce our environmental impact and lead sustainable resource management, we'll enhance our circular economy principles to recover more water, energy and nutrients in our operations.

We're active in achieving Net Positive Green by planting more vegetation than we remove, supporting our community's green spaces, native plants and fauna. Fed with fit-for-purpose water solutions, these places enhance customer and community wellbeing by providing opportunities to connect with and enjoy nature. Through proactive community engagement and collaboration efforts, we'll continue to champion green places for our future communities.

To continue our care for environmental health, the nitrogen and phosphorus in treated wastewater released into receiving waterways and the ocean is being reduced, repurposed or offset to collectively achieve Net Zero Nutrients.

By being curious and adopting an innovative mindset, we'll learn from tested and emerging ideas, including green technologies and nature-based solutions.

Linked with this goal is our transition to a Net Zero CO₂e (carbon dioxide equivalent) future. This means we're minimising our greenhouse gas emissions through efficient use of energy and exploring ways to generate or access more renewable energy.

SUSTAINABLE DEVELOPMENT GOALS



OUR STRATEGIC INTENT

- We're easy to do business with and our customers trust us.
- We predict customer experiences, while keeping prices affordable into the future.
- We contribute to greener, healthier communities, cleaner waterways, coastal waters and green corridors.
- We work closely with planning authorities to build resilient, healthy and thriving communities of the future.
- We engage the community and First Nations peoples when making big decisions.

A STEP ON THE JOURNEY

Digital water meters: Digital water meters are replacing traditional water meters for homes and businesses in our region. These water meters have enabled significant water savings by detecting leaks early and helping 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 STRATEGIC HORIZON 2024 TO 2030 AND BEYOND

CUSTOMER OF THE FUTURE



Keep it *simple*

There's power in keeping things simple.

We prioritise projects that align with 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're 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'll prioritise embracing effective technology and welcoming ideas for improvement across the entire organisation.

By enhancing our internal operations, we'll also streamline our external focus, making us easier to do business with for our customers and stakeholders.

We plan to advance technologies to make it easier for our people to do great work. We'll do this while valuing the high level of work our people do every day to help our communities flow. This will meet the needs for our commercial, trade waste and developer customers as they operate their businesses.



OUR STRATEGIC INTENT

- We commit to invest in digital solutions in the office, the field and our network.
- We ensure our engagement and communication is 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.

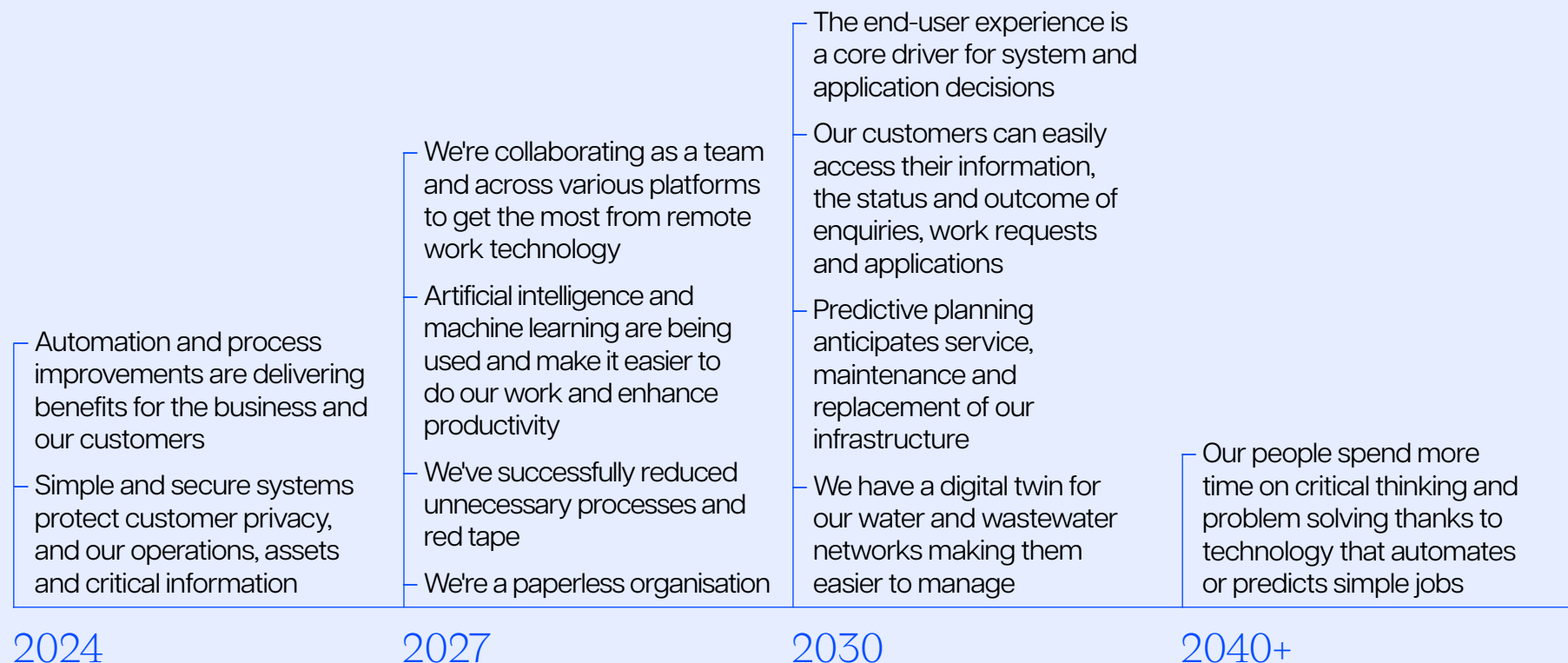
A STEP ON THE JOURNEY

Delivery partners: 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 Portal: 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.

OUR STRATEGIC HORIZON 2024 TO 2030 AND BEYOND

KEEP IT SIMPLE



One Unitywater

With our dedicated, motivated and talented workforce, it will be possible to deliver our 2030 Strategic Ambition.

Regardless of whether they're behind the scenes or on the front line, our people are here for the community they serve and they're here for each other. It's how we'll ensure our people go home safe every day.

By aligning and improving both our customer and employee experiences, we are delivering valued services, prudently and efficiently, whilst also being a pretty good place to work.



We'll cultivate a workplace where every person at Unitywater feels that they're part of an internal community. Every team member works towards one goal, as one team.

Our people will know that they're trusted to make decisions and have the authority to take responsibility. They'll also work in an environment where they feel supported and 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, whilst focusing on our customers' needs.

By fostering this positive unity across the organisation, we'll 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 and, in doing so, delivering outstanding service to our customers.

SUSTAINABLE DEVELOPMENT GOALS



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 customers' needs.

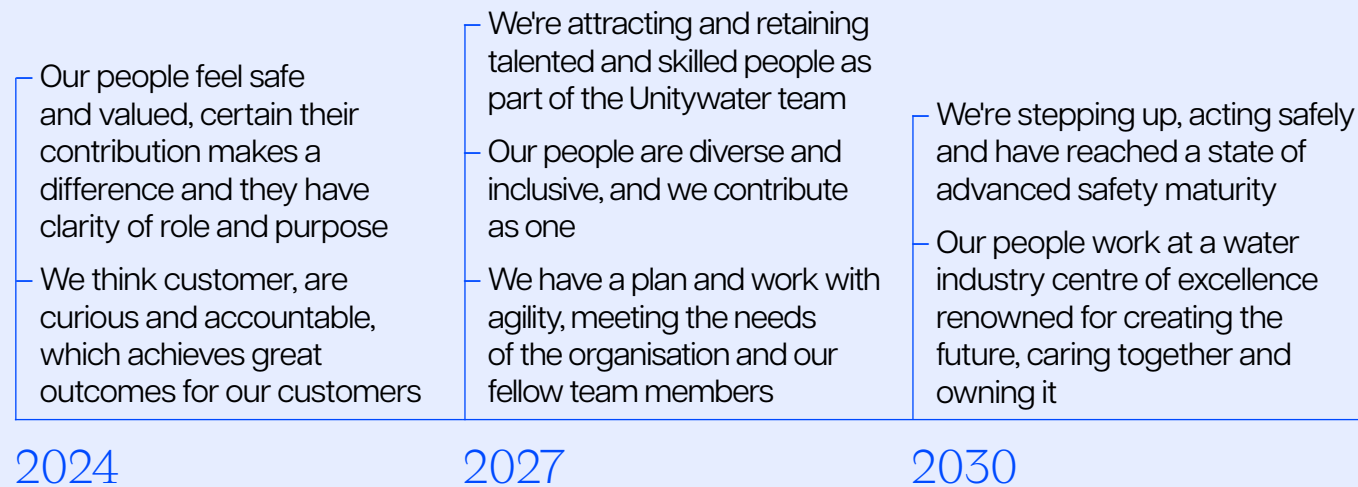
A STEP ON THE JOURNEY

Better and Safer Together: A program of work to transform the way we interact and our attitudes towards keeping our team mates safe. We're 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 2030 Strategic Ambition through our One Unitywater Behaviours, our strategic workforce planning and redesigning the way we deliver training.

OUR STRATEGIC HORIZON 2024 TO 2030 AND BEYOND

ONE UNITYWATER





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