

Seqwater Asset Services 2025 Strategy

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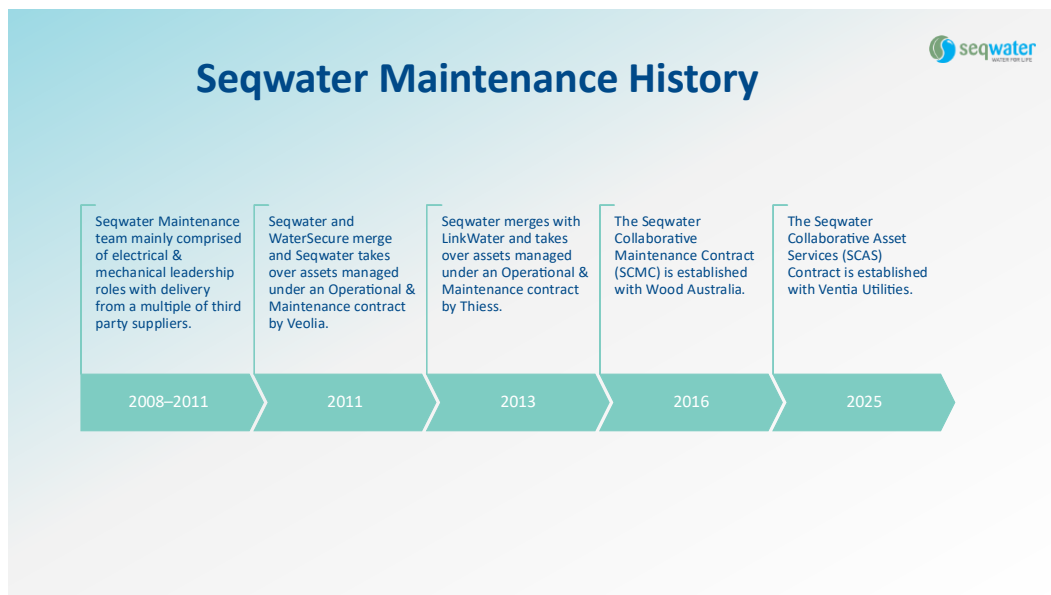
ABSTRACT

Seqwater's Asset Services 2025 Strategy introduces a transformative approach to maintenance for South East Queensland's water assets. The plan, built on the Seqwater Collaborative Asset Services (SCAS) model in partnership with Ventia Utilities, aims to deliver reliable water for over 3.8 million people. Evolving from third-party reliance to collaborative contracts, the strategy emphasises clear maintenance delivery roles, robust performance measurement, and strong executive support. It navigates complex stakeholder, legal, and industrial requirements with a focus on prudent operations and well-managed change. After assessing delivery models, Seqwater selected a hybrid approach to clarify responsibilities and boost asset management maturity. Over the next four years, key initiatives include digitising asset data, optimising maintenance, developing advanced analytics, and improving reliability. The SCAS model is expected to increase efficiency, reduce costs, and ensure safe, compliant, and sustainable asset management to meet the region's growing needs.

1.0 INTRODUCTION

Seqwater is responsible for delivering safe, sustainable, and valued bulk water supply for more than 3.8 million people across South East Queensland. As one of the largest water authorities in Australia, Seqwater manages a diverse asset base that extends from the New South Wales border to the base of the Toowoomba ranges. The Asset Services 2025 Strategy aims to optimise maintenance decisions and ensure operational readiness to maintain additional assets that will come online to meet population growth and ensure the region's water security.

Seqwater's maintenance history has seen significant changes over the years. From 2008 to 2011, the Seqwater Maintenance team mainly comprised electrical and mechanical leadership roles, with delivery from multiple third-party suppliers. In 2011, Seqwater and WaterSecure merged, and Seqwater took over assets managed under an Operational & Maintenance contract. In 2013, Seqwater merged with LinkWater and took over assets managed under an Operational & Maintenance contract. In 2016, the Seqwater Collaborative Maintenance Contract (SCMC) was established with Wood Australia. By 2025, the SCAS Contract was established with Ventia utilities.



The decision to change the asset maintenance delivery model and service provider is a strategic undertaking by Seqwater to optimise maintenance decisions and ensure operational readiness to maintain additional assets that will come online to meet population growth and ensure the region's water security. The SCAS model fits into Seqwater's strategic plan by addressing the level of asset maintenance and asset management maturity, industrial relations, labour hire legislation, and the need for prudent and efficient operations.

Seqwater reviewed various delivery models to align with its strategy, including insourcing, basic outsourcing, enhanced outsourcing, and outsourcing with a significant relationship. The new hybrid delivery model was selected to drive the delivery of works across the network by replacing shared responsibilities with clearly defined accountabilities between Seqwater and the asset maintenance service provider. This model ensures that the maturity of asset management and information practices keep pace with other improvements across Seqwater, such as the capital delivery transformation.

2.0 DISCUSSION

The SCAS model represents a significant shift from third-party reliance to collaborative contracts. This model emphasises clear maintenance delivery roles, robust performance measurement, and strong executive support. The strategy navigates complex stakeholder, legal, and industrial requirements with a focus on prudent operations and well-managed change.

Key takeaways from the SCAS model include the importance of establishing clear and effective maintenance delivery contracts, implementing robust methods to measure performance accurately, and securing executive leadership support. These elements provide a strategic framework to enhance maintenance operations and achieve sustainable outcomes.

Critical Takeaways & Key Learnings



Important guidelines for creating effective maintenance delivery contracts.



Methods to set up useful ways to measure performance and compare results.

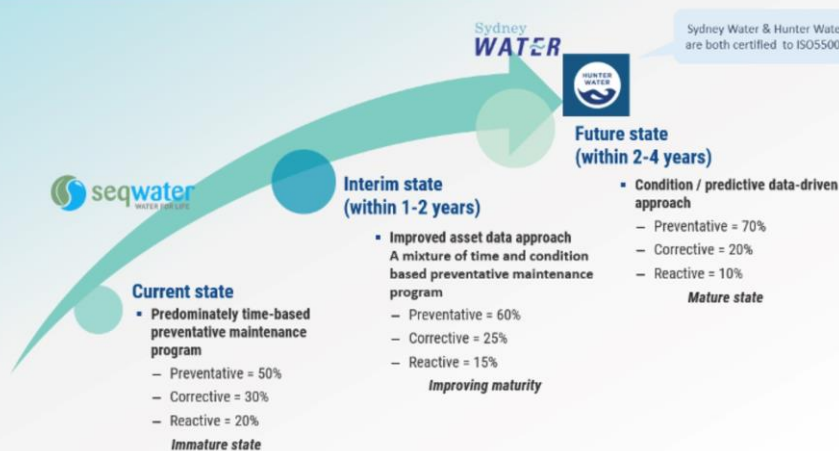


Proven strategies to gain executive leadership support for maintenance transformation.

The SCAS model also addresses the level of asset maintenance and asset management maturity, industrial relations, labour hire legislation, and the need for prudent and efficient operations. It highlights the importance of stakeholder management, legal complexities, and avoiding conflicts of interest during implementation. The model also emphasises the need for organisational readiness for significant change.

The SCAS contract aims to support Seqwater's Operations Group strategic charter by providing safe, secure, and reliable water supplies efficiently through collaboration between Seqwater and Ventia. The four-year SCAS vision includes transforming maintenance strategies from a time-based preventative model to a condition-based and predictive data-driven approach. This strategic shift will enhance operational efficiency, reduce costs, and improve the maintenance delivery and reliability of Seqwater's asset base.

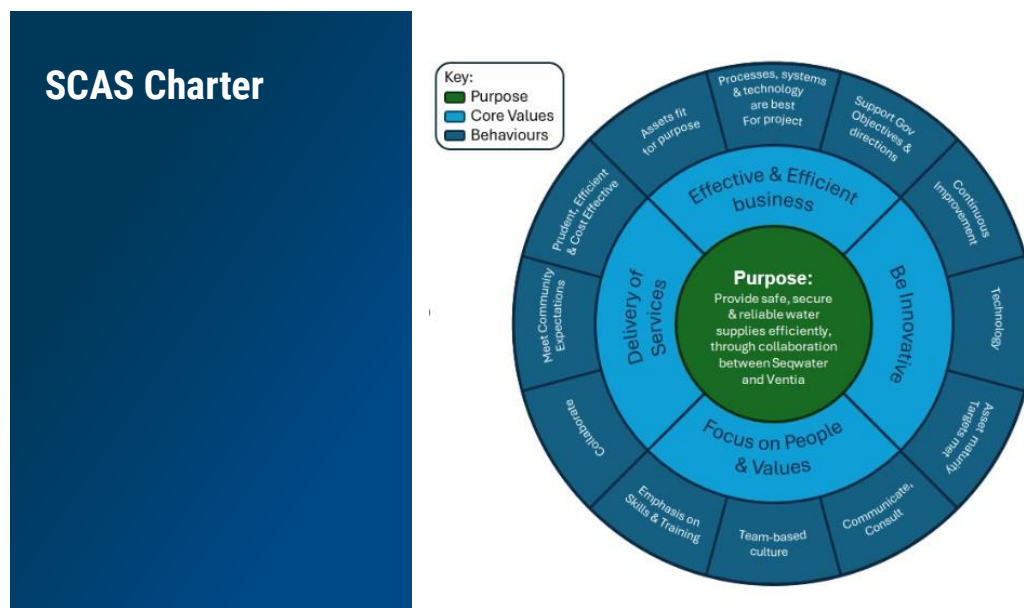
Four-year SCAS vision



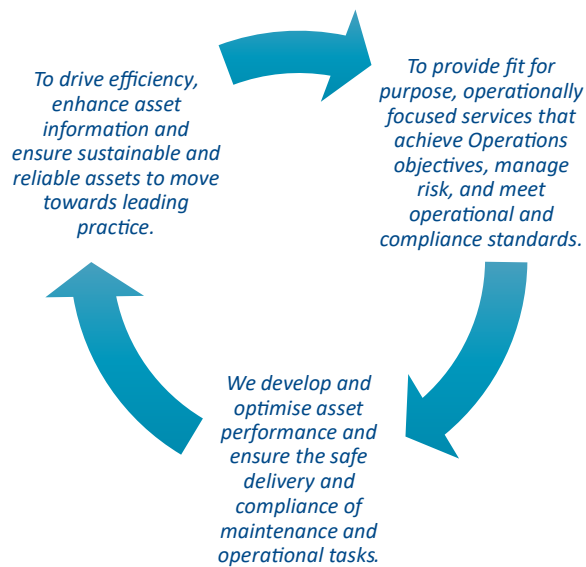
3.0 CONCLUSION

The Asset Services 2025 Strategy is a transformative approach to maintenance for South East Queensland's water assets. By adopting the SCAS model, Seqwater aims to increase efficiency, reduce costs, and ensure safe, compliant, and sustainable asset management. The strategy's focus on digitising asset data, optimising maintenance, and managing stakeholders effectively will help meet the region's growing needs and ensure the delivery of reliable water for over 3.8 million people.

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SCAS Project Objectives, Principles and Desired Outcomes



The Asset Services 2025 Strategy is a comprehensive and forward-thinking approach to asset management that will help Seqwater meet the growing needs of South East Queensland. By leveraging the SCAS model, Seqwater is well-positioned to achieve its goals of increased efficiency, reduced costs, and sustainable asset management, ensuring the delivery of reliable water for the region's population.

4.0 ACKNOWLEDGEMENTS

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