

Strategy2030

Built to deliver for our members.

More impact.
More capability.
More value.



Strategy2030

Delivering impact for our members, and the sector, through water research and capability-building

Supported by our members from across the water sector, we bring together over 30 years of research capability with the leadership and skills development offered by the Australian Water School and our Research Leadership Program.

The collaborative research we deliver helps our members and partners plan for the future, and the leadership and capability development we provide helps them grow and prepare their people and organisations for impact.



More than 65,000 years of caring for country

We honour First Nations peoples' deep connection to water and enduring knowledge as the first water scientists.

First Nations people have cared for the lands, seas, and waterways of Australia over many years, and have maintained deep relationships through lore and custodianship.

We acknowledge Aboriginal and Torres Strait Islander people as the traditional owners and custodians of these lands. We look to walk, listen, learn and act together.





Vision

To be the essential partner that delivers impact through water research and capability building.

Our support and services are essential and integral to our members' and partners' plans for research, and leadership and capability development.

Our members and partners rely on us, and the value we provide will be obvious as we deliver demonstratable impact for our members and the water sector.



Mission

Be the most effective and best value way to do research and build capability in the water sector.

We have great relationships, systems, and pathways that make high quality research happen easily, delivered with agility.

We multiply our members' research investments through collaboration, partnerships, and external options to make high quality research affordable.

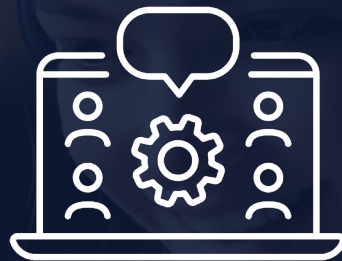
Our leadership and capability development programs use industry expertise, and are responsive to the sector's needs, supporting the development of industry professionals and producing industry-ready research graduates.

Our platforms and events for knowledge management and transfer provide our members with easy access to historical, current and future research.

Enablers

Thriving, capable people & teams

We are a values-based and purpose-driven organisation. We strive to support each other and our members – to be well and safe, and to learn and grow.



Efficient enabling platforms

We have accessible systems and platforms that support our members to access, create and collaborate on research, and our subscribers to accelerate their learning and development. Our systems help us to transfer knowledge and learning to more people, more efficiently and effectively.

Supporting systems and tools

We have great fit-for-purpose internal systems and tools that help our people to do their roles better and confidently, grow in capability, and serve our members, partners and subscribers better.



Our Business Pillars

We have 3 key business pillars, represented by our **Research Services**, **Research Leadership Program**, and **Australian Water School**.

These pillars come together to generate and disseminate knowledge, enhance skills and leadership, and increase capability.



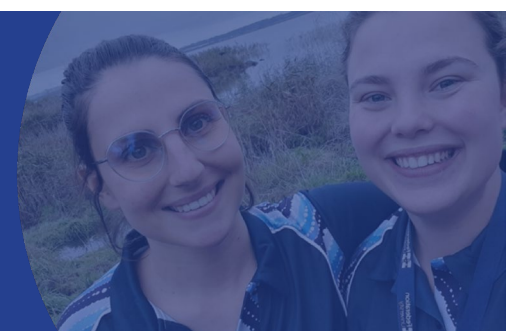
Research Services

Generating and disseminating knowledge to drive evidence-based decisions



Research Leadership Program

Enhancing the skills of the next generation of water leaders



Australian Water School

Increasing the capability of all water professionals



Strategy2030

Our Strategic Focus Areas

- Prepare the water industry for the future with leading research and capability development programs
- Demonstrate the critical value and impact of research in the water sector
- Value and include First Nations people and knowledge
- Create value through global and national collaboration
- Grow funding sources and research pathways

FOCUS AREA Prepare the water industry for the future with leading research and capability development programs

OUTCOMES: Members highly value and support our research and capability development portfolio for its impact, relevance, and efficiency. Our research and capability development programs are key to water sector decision-making, planning and strategy.

Many of the issues and challenges faced by the water sector are common. As a national member-based organisation, we are ideally placed to lead the research and capability development agenda – identifying the key priorities, solving the biggest sector challenges, and supporting better outcomes through collaboration.

Through Strategy 2030 we will:

- Prepare for emerging challenges and opportunities with a water sector Outlook, research agenda, and Horizon planning events.
- Lead the water sector's research agenda with high-quality research delivered efficiently and effectively.
- Create more pathways and options for research members to deliver industry-relevant impact.
- Disseminate knowledge through the Australian Water School, member events and our digital platforms, to support the delivery and impact of emerging research and science.

What success looks like:

- Delivering more value to members through collaborative research and timely, relevant information and publications.
- Broadening the reach and scope of the high-quality capability development we offer through the Australian Water School.
- Strong membership retention, satisfaction, and growth.

FOCUS AREA **Demonstrate the critical value and impact of research in the water sector**

OUTCOMES: Research is strongly supported in the water sector: its impact is obvious, and it is integrated into strategy and long-term planning. Investment in research is strong and diverse.

Our sector faces cost and affordability pressures, and short-term operational needs can take priority over longer-term research investment. We will show the importance of ongoing investment in water R&D to secure strong, science-based decision-making into the future.

Through Strategy 2030 we will:

- Highlight and demonstrate the importance of water research and science through our publications and communications.
- Engage with policy-makers and review processes to show the imperative for ongoing research in the water sector.
- Advocate for funding mechanisms and people pathways that secure and enable water research.
- Provide supporting frameworks for the value and impact of research.

What success looks like:

- Our research is relevant and impactful, clearly demonstrated through our publications and communications.
- We are entrusted with more research funding, enabling us to deliver more value to members.
- Our engagement with reviews and policy-makers enhances awareness and influences outcomes.
- Impact frameworks and benchmarking studies we deliver assist members and support research in the sector.
- Strong membership retention, satisfaction, and growth.

FOCUS AREA **Value and include First Nations people and knowledge**

OUTCOMES: First Nations people and knowledge are actively included in our research and capability development programs, resulting in better research outcomes, science and policy-making, and more culturally-competent people and organisations.

Aboriginal Australians have cared for country for over 65,000 years. Our waterways and communities are better served when First Nations' knowledge and people are part of water planning, research, governance and solutions.

Through Strategy 2030 we will:

- Increase our network of Indigenous students, leaders, researchers and trainers, including in our research and leadership programs.
- Have more First Nations research projects and capability development content.
- Support career pathways for First Nations' people.

What success looks like:

- Our research program features strong First Nations research, and includes First Nations researchers, content and topics.
- First Nations students are on Water Research Australia-supported pathways, including in our Research Leadership Program.
- Progress of our Reflect Reconciliation Action Plan and transition to our Innovate RAP.



FOCUS AREA **Create value through national and global collaboration**

OUTCOMES: Our leadership in national and global research initiatives supports better outcomes and perspectives for members, saving them time and resources.

The water sector faces many common challenges nationally and internationally, but individual organisations generally do not have the time, resources or remit to follow or participate in major national and global issues and initiatives. We will be a critical connector and leader for our members, nationally and internationally.

Through Strategy 2030 we will:

- Collaborate actively with our global partners and engage our members in the outcomes and learnings.
- Develop trusted partnerships with government stakeholders and regulators across levels.
- Lead our members into major transformational research centres and programs, for a stronger voice and outcomes.
- Drive the agenda and deliver sector-wide capability development, research planning, and knowledge-transfer events.

What success looks like:

- We are engaged with global projects and working groups that make a difference.
- Our leadership brings water sector consortiums into research hubs and programs.
- Government departments and regulators are engaged in our research projects, capability development and membership.
- Strong membership, event and subscriber satisfaction.

FOCUS AREA **Grow funding sources and research pathways**

OUTCOMES: We make our members' and partners' funding and contributions go further through new funding sources, gain new revenue to expand our range of services and offers, and provide new pathways to make research more comprehensive and agile.

Utility and industry members can find it hard to justify expenditure on research, and leadership and capability development, against competing short-term operational and compliance demands. The collaboration we provide, and additional funding we source, will multiply the value of members' research funding, and help demonstrate value and impact.

Through Strategy 2030 we will:

- Source research project and capability development funding from a diverse range of options.
- Grow seed-funding options to accelerate and enhance research and learning.
- Engage our research members more deeply in the opportunities and insights of the sector.
- Create new pathways for research agility, and for member and researcher engagement.

What success looks like:

- New revenue and funding streams enable us to do more for our members.
- Seed-funded projects create more opportunities for the water sector.
- New research pathways create greater agility, engagement and outcomes.
- Member satisfaction is strong.
- The Australian Water School offers a diverse and successful capability development portfolio that supports the sector.

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