



Building Confidence in Investment: TasWater's Capital Prioritisation Framework

AMPEAK 15th April 2026

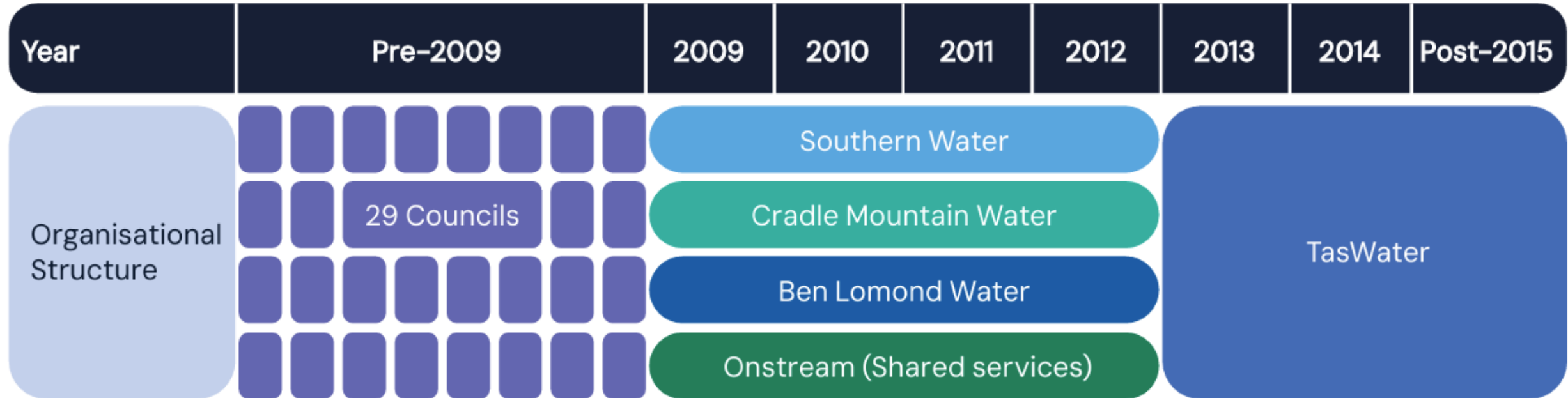


Agenda

- Background
 - The need for change
- A new way of doing things
- Outcomes & Value



Background



TasWater

- Formed in 2013 from **4 entities**, previously **29 separate councils**
- Merger **consolidated \$2BN** in water and sewerage assets
- **Disparate systems** and 'ways of working' in place, **consolidated over time**
- Owned by Tasmania's 29 councils, State Government became a shareholder in 2019

Background



6,635 km

Drinking water mains
– more than 1.5 times
the width of Australia



4,981 km

Sewer mains
– roughly the distance
from Hobart to Bali



125.4 km

Recycled water mains



59

Water treatment plants
– one for every
3,899 connections



169

Treatment plants
– 38 per cent of the
452 operated by major
utilities nationwide



110

Sewage treatment plants
– one for every
1,788 connections



943

Water and sewage
pump stations
– 214 water, 729 sewage



307

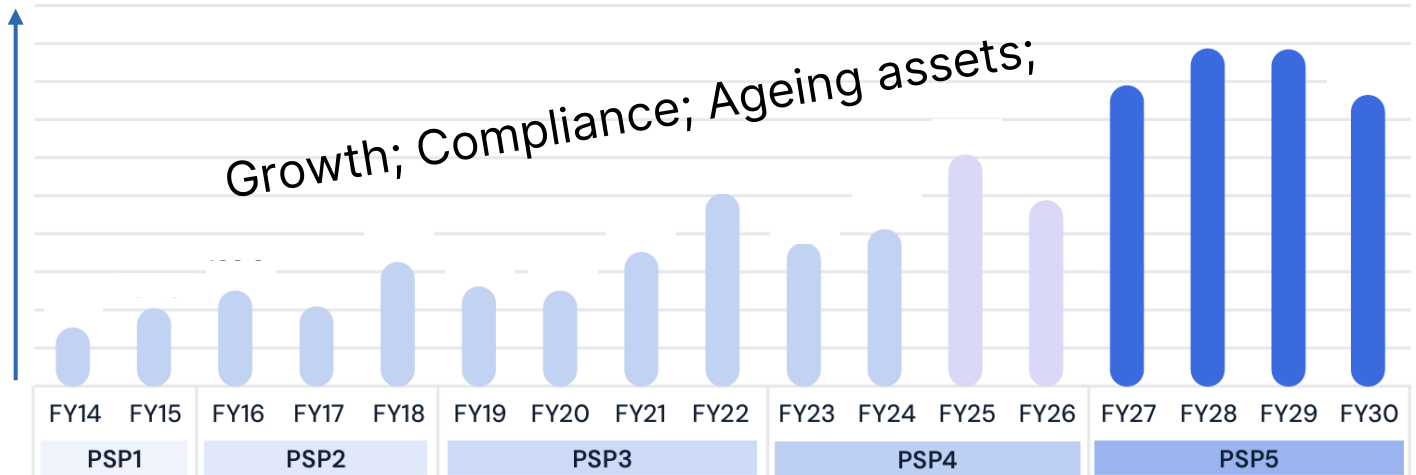
Dams under management
– 119 water dams and
188 lagoons



288

Water reservoirs

\$M



● Historical Actual ● PSP4 Forecast ● PSP5 Proposal

Economic Regulatory Framework – **Price and Services Plan (PSP)** required to justify proposed capital expenditure

Background – keeping up with change



Capital Works Program Prioritisation Guideline

Version Number 1.0



Document approval and issue notice

The Capital Works Program Prioritisation Guideline is a controlled document. Recipients should remove superseded versions from circulation. This document is authorised for issue once it has been approved.

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Since 2016.....

- CEO/Board chair membership **changes**
- **Risk Management** Framework & Risk Appetite Statements **revised**
- Long-Term **Strategic Plan & Objectives** developed, amended, replaced
- Practice **reviews/audits completed** with recommendations
- **Customer** consultation and **focus groups** identified priority areas and preferences...

..all should **inform and guide** how capital is prioritised.... **time to change**

A new way of doing things

- **Key decision:** Commercially-available Technology or In-house?

	In-house	Commercial Technology
Strengths		
Limitations		
Good fit for....		

A new way of doing things

- **Key point of difference in practices:** Complex Technology-led or Simplified?

	Simple, embedded practice
Strengths	• Clear, transparent decision logic aligned to organisational objectives • Easy to explain to exec, board, regulators and auditors • Encourages professional judgement and challenge • Easier/quicker to integrate into existing budgeting and governance processes
Limitations	• May oversimplify interactions and dependencies • Relies on agreed assumptions and thresholds • Over-reliance on experience – requires documentation • Can be perceived as “less rigorous” if governance expectations are unclear
Good fit for....	• Annual capital prioritisation and program development • Renewal planning linked to LoS and risk • Organisations building or consolidating AM maturity

- TasWater preference to keep solutions **simple in development**
- Focus on **transparency, behaviour change** and business **ownership** of the method

**Ease of communication of decisions to
regulator = Value**

A simple approach

- Strike a balance between “relevant vs. easy-to-apply”
- Simplified approach with gates to answer relevant questions for prioritisation of candidate capital activities
- **Risk Mitigation Benefit**
 - Applies Enterprise Risk Framework to assign the current risk position that the project aims to address
 - *Q1) “What is the type and extent of risk mitigation that will be achieved by this activity?”*
- **Risk of Deferral**
 - Uses Board’s risk appetite and tolerability statement
 - *Q2) “Is acceptance of the current risk situation relevant to this project, within the board’s risk appetite and tolerability?”*

A simple approach

- **Strategic Alignment**

- Uses Objective statements, importance weighting and rating criteria to align each project with desired strategy outcomes
- *Q3) “To what extent does this activity, if delivered, move the dial towards achieving our strategic objectives?”*

- **Delivery Uncertainty**

- Not always included in the prioritisation process but assesses the complexity in delivery
- *Q4) “What additional work is required to understand the need and proposed solution? Are there any significant departures from BAU processes to deliver this project ”*

Simple tools developed to support the **consistent application of available resources** to assess merits against each gate

Risk Mitigation Benefit

	Supply & Service Delivery	Water Quality & Public Health	Environment	People & Safety
1 – Insignificant	Minimal disruption to services repairable through BAU operations.	Loss of aesthetic water quality impacting an entire system.	<1000L sewage spill to a low or medium sensitivity location* <50L chemical spill contained on site	Injuries or illnesses requiring first aid to 1 or more people. Staff complaint
2 – Minor	Localised disruption: <8 hours <500 customers	- CCP Breach at water treatment plant triggering investigation - Exceedance of key water quality indicators triggering investigation - Low chlorine (for system) detected triggering investigation	=>1kL –50kL sewage spill to a low or medium sensitivity location* <10kL sewage spill in a high sensitivity location* >50L Chemical spill contained on site - STP bypass – Disinfected partially treated effluent discharge. - Reuse or treated effluent discharge at unapproved location - Biosolids contamination requiring change of disposal method	Injury or illness to 1 or more persons expected to: - Result in medical treatment - Restricted duties up to 3 months. Operation of Business Unit disrupted due to: - Absenteeism - Loss of key skills & knowledge
3 – Moderate	Localised disruption to services: =>8-24 hours outage =>500 – 3000 customers Impacting and unable to provide temporary supply to:	- Exceedance of key water quality indicators assessed as having customer impact by WQ SME and notifiable to Dept of Health - Customer complaint of	=>50kL sewage spill defined as critically notifiable* =>50kL sewage spill to low sensitivity location* - Chemical spill beyond site boundary - STP Bypass – Disinfection failure at treatment plant releasing partially treated effluent - Odour complaint originating from network or STP	Injury of illness to 1 or more persons expected to result in: - Hospitalisation - Lost time - Restricted duties greater than 3 months Operation of Business Team disrupted due to:

Prescriptive Descriptors = ease of engagement with wide group of asset class SME's across TasWater = Consistency

Risk Mitigation Benefit

Gate importance weighting

						GATE 1: ENTERPRISE RISK MANAGEMENT											40%			
						RISK CRITERIA								MAX RISK SCORE	MAX RISK RATING	Σ RISK SCORE	MAX RISK OVERRIDE	RANK	PROCEED TO GATE 2	
Strategic & Compliance		Operational & Financial			People, Safety & Env		WQ													
Brand & Reputation	Legal & Governance	Financial	Digital Technology	Project Delivery	Supply & Service Delivery	Environment	People & Safety	Water Quality & Public Health												
ID	PROJECT DESCRIPTION	ASSET CLASS	OBLIGATIONS & COMMITMENTS	PRIMARY DRIVER	PSP5 OUTCOME															
69	Penguin - Stubbs Point SPS and Johnsons Beach SPS Upgrades	Sewerage Pumping Stations	None	Renewal	Protecting our environment and waterways	L3-C3			L3-C2		L4-C3			7	High	18		(37)	✓	
70	PFAS Compliance Program	Sewerage Treatment	None	Improvement	Protecting our environment and waterways	L4-C3	L3-C3	L5-C1	L3-C1		L3-C4			7	High	30		(25)	✓	
71	PMO - PDG Program Management	Program Management	None	Improvement	Improved water security	L4-C4	L4-C3	L4-C5						9	Very High	24		(31)	✓	
72	Port Sorell - STP Outfall Upgrade	Sewerage Treatment	★ Regulatory - Documented	Compliance	Improved water security	L4-C3	L3-C3		L4-C2		L5-C4			9	Very High	28		(27)	✓	
73	Prince of Wales Bay STP - Outfall Upgrade	Sewerage Treatment	★ Regulatory - Documented	Compliance	Protecting our environment and waterways	L3-C3	L3-C3		L4-C2		L5-C3			8	High	26		(29)	✓	
74	Process Innovation	Sewerage Treatment	None	Compliance	Improved water security	L2-C3	L3-C3		L2-C1					6	Medium	14		(41)	✓	
75	Regional Towns Stage 4 - WTP's - St Marys- Bothwell- Tullah- Oatland	Water Treatment	★ Regulatory - Documented	Compliance	Providing reliable services: Sewerage	L5-C4	L2-C2	L3-C3	L2-C4	L2-C3	L4-C3	L3-C3	L3-C4	9	Very High	55		(2)	✓	
76	Renewable Energy Initiative Program	Fleet & Facilities/Plant & Equip	None	Compliance	Protecting our environment and waterways	L2-C2					L4-C2			6	Medium	10		(45)	✓	
77	Reservoir Renewals	Water Tanks	None	Renewal	Improved water security	L3-C1	L1-C1	L2-C2	L2-C2	L3-C2		L2-C2	L3-C2	5	Medium	33		(22)	✓	
78	Roads	Fleet & Facilities/Plant & Equip	None	Improvement	Providing reliable services: Water	L2-C1				L3-C1		L3-C2		5	Medium	16		(39)	✓	
79	Rosebery - WTP pre-treatment filters	Water Treatment	None	Compliance	Providing reliable services: Sewerage	L3-C2	L1-C1	L2-C2	L2-C1	L3-C2		L2-C1	L4-C2	6	Medium	33		(22)	✓	
80	Scottsdale - Raw Water Security Upgrade (dam or TI supply)	Dams	None	Growth	Protecting our environment and waterways	L2-C2	L2-C1	L1-C5	L1-C1	L3-C4	L1-C4	L1-C5	L1-C5	L1-C4	7	High	49		(7)	✓

Project attributes – uploaded from draft capital program

Risk ratings by project initiator

Weighted score and project ranking for admin review

Risk of Deferral

Risk Topic	Risk Appetite Statement	Appetite Level	Risk Tolerance		
			Tolerable	Reporting Threshold	Intolerable
Regulatory Compliance	We strive to be a good corporate citizen. We do not accept material breaches of our legal and regulatory obligations.	Avoid	Isolated minor or procedural non-compliance where potential consequences are low risk, do not cause material harm and do not indicate systematic issues	Potential or alleged material non-compliance	Actual material non-compliance
Water Quality	We do not accept supply of unsafe drinking water to our customers.	Avoid	Supply of drinking water that meets ADWG requirements	Breach of CCPs, potential for DNC	Non-compliance of ADWG
Information and Cyber Security	We acknowledge there is increasing cybersecurity threats that have potential to compromise elements of our security and critical technology systems. We will responsibly invest in and continuously improve our cyber security defences and capability. We do not accept material and avoidable release of our customers' or staff's sensitive personal information where this is within our control.	Cautious	Interruption to technology or operating system where impacts are contained and controlled. No compromise or potential compromise of restricted, sensitive or protected information	Compromise or potential compromise of critical technology and operating system and/or restricted Information.	Widespread compromise of critical technology and operating systems, inability to operate Compromise of Sensitive or Protected Information,
Complaints	We resolve customer complaints promptly and use customer feedback to drive continuous improvement in our services and processes to reduce complaint numbers.	Cautious	Less than 2000 per FY	Greater than 2000 per FY	Greater than 2500 per FY
			Greater than 90% of resolution within 10 days	Less than 90% of resolution within 10 days	Less than 60% of resolution within 10 days

Prescriptive Descriptors = ease of engagement = Consistency

Risk of Deferral

Gate importance
weighting

ID	PROJECT DESCRIPTION	ASSET CLASS	OBLIGATIONS & COMMITMENTS	PRIMARY DRIVER	PSP5 OUTCOME
109	Water Main Renewals	Water Mains	None	Renewal	Reduced leakage in our system
110	Water Pump Station Renewals	Water Pumping Stations	None	Renewal	Providing reliable services: Sewerage
111	Westbury - UV installation to achieve HBT	Water Treatment	None	Compliance	Improved water security
112	WTP Renewals	Water Treatment	None	Renewal	Improved water security
113	Wynyard - STP Disinfection Upgrades	Sewerage Treatment	★ Regulatory - Documented	Compliance	Protecting our environment and waterways
114	Bowen Bridge to Risdon Brook Bulk Water Main Upgrade	Water Mains	None	Growth	Protecting our environment and waterways
115	Sorell - New Reservoir & Pipeline	Water Tanks	None	Renewal	Protecting our environment and waterways
116	ICT Data Governance	Digital & Technology	None	Improvement	Improved water security
117	Lagoon Aeration Improvement Program	Sewerage Treatment	None	Improvement	Maintain safe drinking water
118	Austins Ferry - Hestercombe Rd SPS	Sewerage Pumping Stations	None	Renewal	
119	Bell Bay - Curries River Dam	Dams	None	Compliance	
120	Bicheno - New Reservoir	Water Tanks	None	Growth	

Project attributes – uploaded from draft capital program

GATE 2: RISK OF DEFERRAL																							30%		
CUSTOMER VALUE										BETTER TOGETHER			ENVIRO	WATER FOREVER							GATE 2 SCORE (A) * (B)	RANK			
Regulatory Compliance	Water Quality	Information and Cyber	Complaints (Number of)	Complaints (Resolution)	Customer Service	Customer Service	Customer Service	Reputation and	Ease and Experience	Non-Regulated Pricing	People and Conduct	People and Conduct	Health and Safety	Organisational culture	Environmental Harm	Reducing our Impact	Asset Investment	Climate Change	Financial Sustainability	Financial Sustainability			Financial Sustainability	Dam Safety	Water Supply & New business and PSP5
	✓		⚠	✓		⚠	⚠	⚠									✓					⚠		13	▲ (7)
	✗	✗													✓	⚠	✓					✗		7	▲ (18)
	✓	⚠		✓	✓											⚠	✓	✓				✓		11.5	▲ (9)
	✓	✗		✓	✓											✓	✓	✓				✓		11.5	▲ (9)
	✗														⚠	⚠	✓							13	▲ (7)
		✗																						0	▼ (25)
		✗																						0	▼ (25)
			✓																					0	▼ (25)
	✗													✓										0	▲ (25)
	✓														✓	✓	✓							7	▲ (18)
	✓												✓				✓	✓				✓	✓	8	▼ (16)
		✓		✓	✓												✓					✓		6	▲ (20)

Risk ratings by
project initiator

Weighted score
and project ranking
for admin review

Strategic Alignment

Strategy Outcome	Strategic Alignment Criteria	Objective statement
 Customer Value	Fairness and customer satisfaction	Initiatives that focus on reducing customer impacts and water loss from service interruptions and ensure reliable metering and fair pricing are relevant. These initiatives will help move towards >70% customer trust rating by 2030
	Effective customer communications	Activities that improve our ability to engage with the community in alignment with their expectations and priorities and be perceived as "clear communicators and easy to deal with" are relevant. Initiatives will provide enhanced data quality to inform both our own and customer decisions. Initiatives will contribute clearly towards achieving >70% Customer Trust rating by 2030
	Supporting the community	Initiatives that create an equitable balance of price and services, with attention to supporting vulnerable members of the community are needed. Activities that consolidate TasWater's reconciliation commitments are relevant. Activities will clearly contribute to achieving a >70% Customer Trust rating by 2030
 Healthier Environment	Towards net zero emissions	Initiatives that increase energy efficiency of existing infrastructure, increase the cost-effective use of renewables and reduce emissions from our infrastructure base. Activities will directly contribute to reducing our greenhouse gas emissions by 30% by 2030.
	Towards the circular economy	Activities that reduce waste generation and enable the recovery and reuse of materials so our business practices support the circular economy. Initiatives will directly contribute to reducing landfill by 25% by 2030
	Land and waterway health	Initiatives that reduce nutrients discharged to waterways from our infrastructure and increase the sustainability of our discharges from sewage treatment facilities. Will contribute directly to reducing nitrogen and phosphorus discharge (by 30% and 25% respectively) by 2030

Key is to **condense strategy** into concise criteria that project initiators can **align with**

Strategic Alignment

Gate importance weighting

ID	PROJECT DESCRIPTION	ASSET CLASS	OBLIGATIONS & COMMITMENTS	PRIMARY DRIVER	PSP5 OUTCOME	Fairness and customer satisfaction Effective customer communications Supporting the community			Safety and wellbeing	Workplace culture	Effective partnerships	Towards net zero emission	Towards the circular econ	Land and waterway health	Climate change resilience	Water security	Financial sustainability	GATE 3 SCORE	RANK
7	Bridport - WTP Upgrade	Water Treatment	None	📈 Growth	Digital enablers and cyber protection	3	2	3	2	2	1	1		1	3	3	2	2.10	📈 (5)
8	Brighton - Reservoir Duplication (Lodge Hill)	Water Tanks	None	📈 Growth	Improved water security	1	1	3	1	1	1	2			2	4	2	1.60	📈 (15)
9	Burnie - Guide Dam Safety Upgrade	Dams	★ Regulatory - Documented	🚩 Compliance	A more efficient network	1	1	1	4	1	3		1	1	4	2	1	1.65	📉 (14)
10	Burnie - Pet Dam Ridgley Safety Upgrade	Dams	★ Regulatory - Documented	🚩 Compliance	Improved water security	1	1	2	4	3	3		1	1	4	3	1	2.00	📉 (7)
11	Burnie - River Road SPS Rationalisation	Sewerage Pumping Stations	None	📈 Growth	Providing reliable services: Sewerage									2				0.30	📉 (41)
12	Cambridge - STP Capacity Improvements	Sewerage Treatment	None	📈 Growth	Maintain safe drinking water								2	2			1	0.45	📉 (38)
13	Cameron Bay STP - Clarifier Concrete Repair	Sewerage Treatment	None	🔄 Renewal	Protecting our environment and waterways									2				0.30	📉 (41)
14	Cameron Bay STP - Nutrient Reduction	Sewerage Treatment	★ Regulatory - Documented	🚩 Compliance	Protecting our environment and waterways									3				0.45	📉 (38)
15	Cameron Bay STP - Outfall Upgrade	Sewerage Treatment	★ Regulatory - Documented	🚩 Compliance	Improved water security									3				0.45	📉 (38)
16	Campbell Town - WTP Waste Management Improvement	Water Treatment	None	📈 Improvement	A more efficient network				3	3	1	3	1	2			1	1.05	📉 (26)
17	Dam - Decommission 18 Minor Dams	Dams	None	📈 Improvement	A more efficient network	1	1	1	2	2	2	1	2	4	1		2	1.60	📉 (15)
18	Dam - Reactive Capital (Dam minor works)	Dams	None	🔄 Renewal	Maintain safe drinking water	1	1	2	2	2	2		1	2	1	1	1	1.40	📉 (19)

Project attributes – uploaded from draft capital program

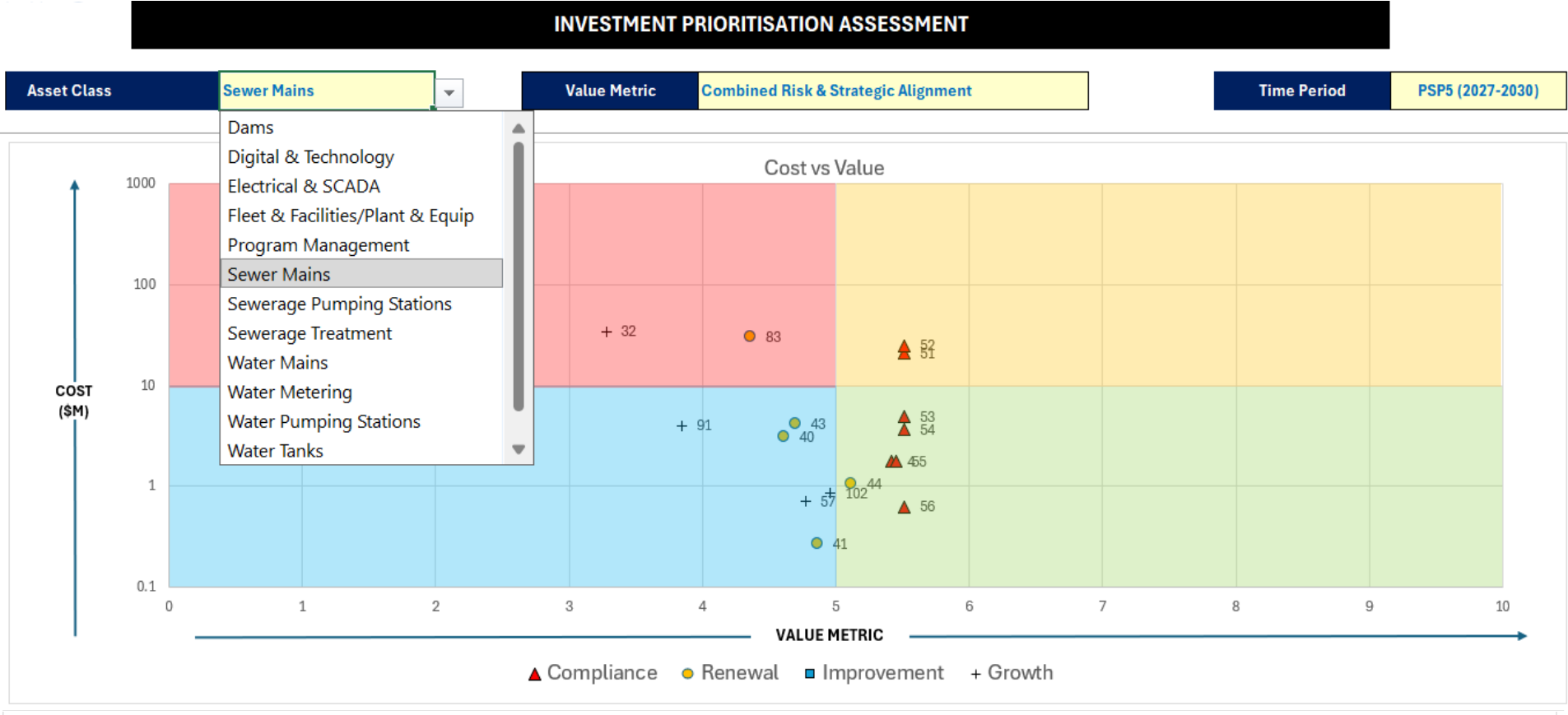
Ratings by project initiator

Weighted score and project ranking for admin review

Last step – Collate information and present in a format to support decision-making

Capital Works Program Review

- Review assesses \$ cost vs. value of ranked concepts and debates main benefit areas. Review board endorses prioritised list of projects to proceed to next stage of development



INVESTMENT PRIORITISATION FRAMEWORK		
Quadrant	ROI	Recommended Approach
Lower Cost / Higher Value Benefit	Very High	Prioritise for implementation
Higher Cost / Higher Value Benefit	Moderate-High	Requires more detailed and robust justification
Lower Cost / Lower Value Benefit	Low-Moderate	Consider options for bundling with other initiatives
Higher Cost / Lower Value Benefit	Low	Reevaluate scope, timing, or overall alignment

Capital Works Program Review

- CWP Review assesses \$ cost vs. value of ranked concepts and debates main benefit areas. Review board **endorses** prioritised list of projects to proceed to next stage of development

CAPITAL PRIORITISATION SUMMARY											
ID	PROJECT DESCRIPTION	ASSET CLASS	PRIMARY DRIVER	GRAND TOTAL SCORE	RANK	GATE 1: ENTERPRISE RISK MANAGEMENT	GATE 3: STRATEGIC ALIGNMENT	CAPEX PSP5 (2027 - 2030) \$M	CAPEX PSP6 (2031 - 2034) \$M	CAPEX TOTAL \$M	Project delivery uncertainty
10	Burnie - Pet Dam Ridgley Safety Upgrade	Dams	Compliance	8.53	(1)	Brand & Reputation Financial Supply & Service Delivery Water Quality & Public Health Environment People & Safety Project Delivery	Safety and wellbeing Climate change resilience	\$ 143,806	\$ -	\$ 143,806	-4
75	Regional Towns Stage 4 - WTP's - St Marys- Bothwell- Tullah- Oatlands- Yolla- Ellendale- Dover	Water Treatment	Compliance	8.43	(2)	Brand & Reputation	Fairness and customer satisfaction Water security	\$ 143,806	\$ -	\$ 143,806	-2
68	Orford - Upper and Lower Prosser Dam Safety Upgrades	Dams	Compliance	8.10	(3)	Supply & Service Delivery Environment People & Safety Project Delivery	Safety and wellbeing Climate change resilience	\$ 143,806	\$ 143,806	\$ 287,612	-3
9	Burnie - Guide Dam Safety Upgrade	Dams	Compliance	7.83	(4)	Supply & Service Delivery Environment People & Safety Project Delivery	Safety and wellbeing Climate change resilience	\$ 143,806	\$ 143,806	\$ 287,612	-1
35	Hobart - Ridgeway Dam Upgrade	Dams	Compliance	7.71	(5)	Brand & Reputation Project Delivery	Safety and wellbeing Climate change resilience	\$ 143,806	\$ -	\$ 143,806	-4
33	Hobart - Lower Reservoir Dam Upgrades	Dams	Compliance	7.59	(6)	Brand & Reputation Financial Supply & Service Delivery Water Quality & Public Health Environment People & Safety Project Delivery	Safety and wellbeing Climate change resilience	\$ 143,806	\$ -	\$ 143,806	-3
65	Oatlands - Blackman River Dams Upgrades	Dams	Compliance	7.42	(7)	Supply & Service Delivery Environment People & Safety Project Delivery	Safety and wellbeing Climate change resilience Water security	\$ 143,806	\$ -	\$ 143,806	-3
24	Electrical and SCADA Renewals	Electrical & SCADA	Renewal	6.99	(10)	Brand & Reputation	Supporting the community Safety and wellbeing Water security	\$ 174,853	\$ 174,853	\$ 349,706	-3

Simplified assessment leads to **consistent view** of priority projects for Review Board decision making

TasWater's Outcomes

Challenge

- Prioritisation framework **out of step** with changing **business environment**
- Requirement to update in **short timeframe** to support regulatory price and services plan submission

Response

- **Engagement** with business SMEs and establishing method with key learnings from industry practice
- **Simplified approach** adopted to justify capital projects based on **risk and strategic alignment**

Outcomes

- Simple framework enhanced **communication**, fostered **collaboration and ownership**
- **Transparency = confidence** in decision making and **ease of communication** to regulator
- Framework and simple tools used to **refine the program** and **defend** the basis for **\$1.7 billion** investment in PSP5



Thank You

Contact us:

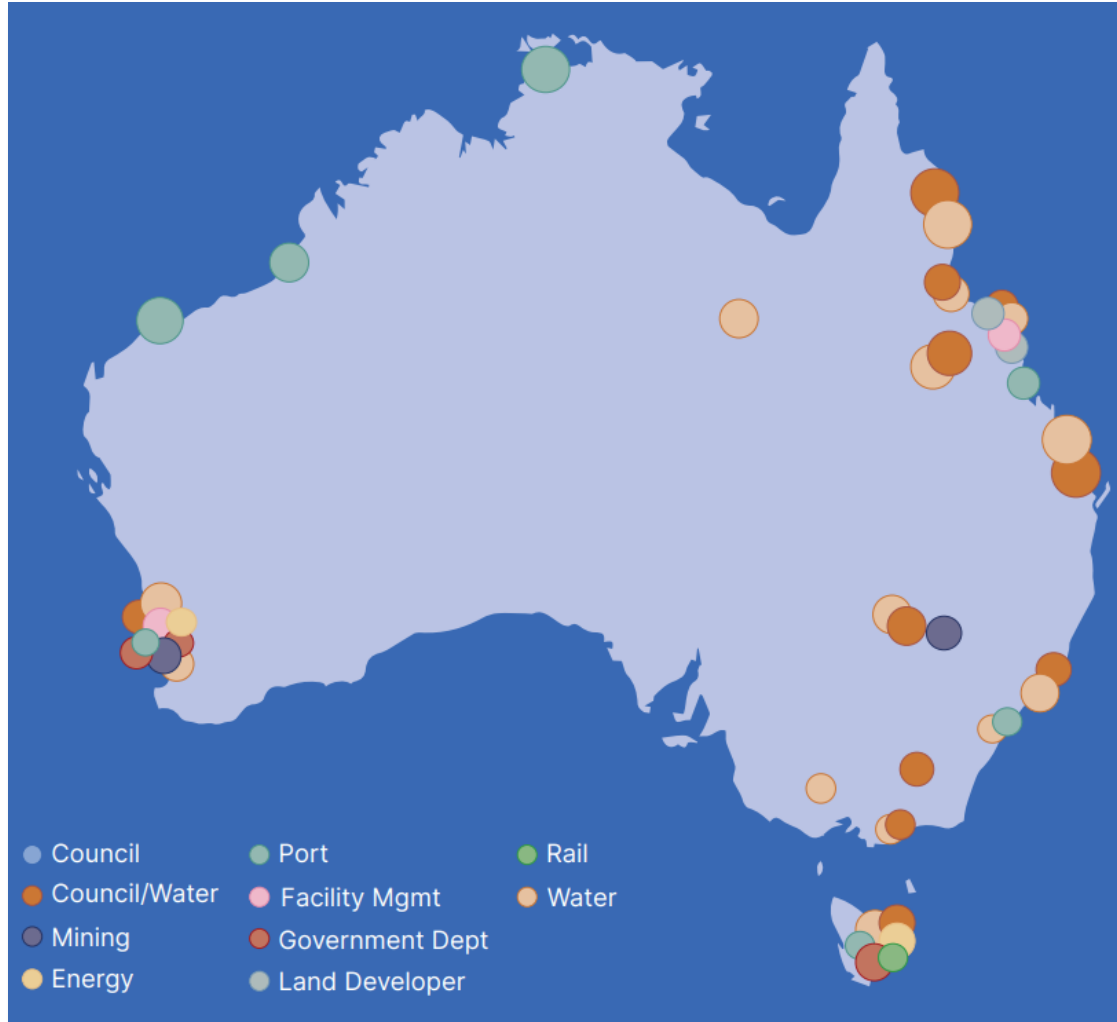
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Industry Practice Summary – BetterAIM Perspective



- Common set of high-level Prioritisation Principles
 - **Outcome-focused:** Prioritised programs meeting strategic outcomes with tolerable risk levels and constraints
 - **Transparency:** Processes and tools clear and readily understandable
 - **Repeatable:** As a result, prioritisation is consistent and repeatable by different stakeholders at different times
 - **Flexible:** Should strategic outcomes, focus areas and risk appetites change, prioritisation frameworks will adapt

Fit-for-Purpose: Complexity is commensurate with data/information availability & accessibility

Aligned: Reflect **current** risk framework and strategic objectives

Building Confidence in Investment: TasWater's Capital Prioritisation Framework

Matthew Jordan ¹, John Gabbedy ¹, Paul Davis ², Matthew Primmer ²

1. TasWater, Tasmania, Australia

2. BetterAIM, WA/TAS, Australia

TasWater manages one of the largest infrastructure programs in Tasmania. With the next Price and Service Plan (PSP5) approaching, the business faced a critical challenge: how to ensure that its \$1.8 billion investment program was both risk-informed and strategically aligned to deliver community value, while also being transparent and repeatable.

The existing prioritisation guideline no longer reflected TasWater's current strategy, its updated Risk Appetite Statement, or the expectations of customers, regulators, and stakeholders. A new approach was needed to give confidence across the organisation and provide a clear foundation for engagement with the Office of the Tasmanian Economic Regulator (OTTER).

TasWater partnered with BetterAIM to design and apply a new capital prioritisation framework. The approach deliberately avoided complexity. The focus was on creating a process that was simple, easy to understand, and easy to justify, ensuring that staff at all levels could see how and why decisions were made.

The framework was built around three stages:

- **Strategic Alignment:** A set of criteria was developed directly from TasWater's strategy, weighted and scored in collaboration with subject matter experts.
- **Risk of Deferral:** Each project was assessed against TasWater's Risk Appetite Statement, quantifying the consequences of delaying investment and making risk a visible part of decision-making.
- **Delivery Constraints:** Consideration was given to practical issues such as sequencing, capacity, and dependencies, ensuring that prioritisation reflected not just strategy and risk, but also deliverability.

A spreadsheet-based tool captured the scoring and rankings, making the process transparent and easy to communicate. Workshops brought together stakeholders from Strategy, Asset Management, Capital Delivery, Operations, and Finance, embedding collaboration into the framework's design and application.

Leaders and teams can justify decisions, while communicating and justifying value realisation to internal and external stakeholders. The clear structure has created greater confidence in decision-making and strengthened collaboration across business functions.

For other utilities, the TasWater experience highlights the value of keeping things simple: a prioritisation process that avoids complexity, builds confidence, and connects strategy with delivery.

