

IMPROVING HOW WE OPERATE 21/22 PROGRAMME

23 September 2021

Kia ora team,

We are way overdue an update on the “Improving How We Operate” programme – so here goes. It has to be said that we have lost a bit of momentum with the COVID handbrake but things are starting to come back together.

If you recall, we kicked off the programme on 1 June. We had started 5 key projects or sprints at that stage and have now kicked off a further 3. Here is a bit of a snapshot of the latest:

- SPRINT ① Undertake a remuneration review for frontline staff.** We have developed a proposal that has been endorsed by the Wellington Water Board. The proposal is to take a leadership position on setting the pay levels for our frontline staff. The implementation of this proposal has a high interdependency on sprint 2 below and this should all join up together in the next month or so. We will release details as soon as we can.
- SPRINT ② Introduce a graduated structure to our frontline teams including the establishment of Deputy Team Leaders.** The draft structures have now been developed and are about to be circulated to you to chew over and comment on.
- SPRINT ③ Increase our incident response capability and mode of operation.** We have received two of the four emergency pumps and have ordered a further four pumps. This will allow us to have two pumps at each depot and hold another two for situations that require pumps over a longer term – without reducing our response capability. We are also in the process of appointing a number of Engineering Operations staff to create greater depth and backup for incident response.
- SPRINT ④ Document (or where necessary develop) clear standard operating procedures and processes.** We have brought together existing processes from Wellington Water (QPULSE) and Fulton Hogan. We are in the process of aligning and prioritising Standard Operating Procedures for finalisation and implementation. Two are ready to be shared and will hang off our knowledge base website.
- SPRINT ⑤ Develop a comprehensive training and development framework for frontline staff.** We have appointed Brett Marais as our Operational Training and Development manager. At present our focus is on getting the accelerated six week development programme for school leavers and our youth ready. This programme will commence in February but the campaign starts next month.
- SPRINT ⑥ Introduce more functional capability into the delivery structure.** We have developed some options to consider but we haven't made much progress since lockdown. We are hoping to address the graduated structure as the priority including the establishment of Deputy Team Leaders.
- SPRINT ⑦ Develop our very own Regional Skills Training Facility.** We have identified a preferred site behind the storage tank at Silverstream. Which we have no funding to develop a facility as yet, we are pushing on of working up a concept of what it could look like such that when funding is available, we are ready to go.
- SPRINT ⑧ Implement our Group Engagement Plan.** We are finalising a group organisation structure that includes a photo of each person in the group along with their name and role. That way we will know who's who in the zoo. We are also finalising some guidelines and budgets to support events, team building and recognition.

We hope that gives you a bit of a flavour for what progress has been made. Below is a reminder of the programme which includes the 21 sprints of work we will work through. Please feel free to drop us a line on improvinghowweoperate@wellingtonwater.co.nz

Ngā mihi

Kevin

