

Version 1

Strategic Outcome 1: Wellington Water is a strong and capable organisation ready to fold into a new asset-owning entity

We will enhance organisational capability in the lead-up to the new entity.

Objective	Action Q4 (2024/25)	Action Q1 (2025/26)	Action Q2 (2025/26)	Action Q3 (2025/26)	Action Q4 (2025/26)
Outcome1.1: We will enhance organisational capability in the lead-up to the new entity					
1.1a: Update and develop technology systems and increase capability - Technology Systems Investment Programme		Request for Proposal to market	Vendor selection	Implementation	Implementation
1.1b: Prepare an Interim Capability Roadmap (numbers, process, systems) to de-risk our financial reporting	Financial reporting structure including allocations	Financial systems scoping as part of the Technology Systems Investment	Commence business improvement programme focussed on financial processes		
1.1c: As required, support the development of the Water Services Delivery Plan in preparation for the new entity	Provide information and insight to meet timelines	As required to support transition timelines	As required to support transition timelines	As required to support transition timelines	As required to support transition timelines
1.1d: Create and implement a change framework for coordinated and systematic delivery of changes	Recruit Head of Transformation	Define how we positively influence transition through the improvement plan			
1.1e: Engage with Watercare specifically to identify and convert practical future synergies	Explore opportunities	Explore opportunities			

WWL Strategic Outcome 2: Water services are affordable and provide value

We will strengthen mechanisms for demonstrating value for money, strengthen the control and oversight of our suppliers and strengthen commercial and procurement competency and capability across the organisation that drives a focus on delivery of value for money.

Objective	Action Q4 (2024/25)	Action Q1 (2025/26)	Action Q2 (2025/26)	Action Q3 (2025/26)	Action Q4 (2025/26)
Outcome 2.1: Strengthen mechanisms for demonstrating value for money					
2.1a: Create healthy competition and establish clear benchmarks for what jobs should cost in the open market through putting more projects and contracts out to competitive bidding	For the rest of the 24/25 financial year put as many projects as possible out to tender	Make an assessment of the percentage of work that will be tendered through the panel vs open market	Check and adjust the amount of work tendered through the panel	Check and adjust the amount of work tendered through the panel	Implementation
Outcome 2.2: Strengthen the control and oversight of our suppliers					
2.2a: Implement value-focused performance metrics and regular reviews of performance against these for consultants and contractors	Develop performance metrics	Commence	Check and adjust the amount of work tendered through the panel	Check and adjust the amount of work tendered through the panel	
2.2b: Implement a value-focussed performance framework for the Operations and Maintenance Alliance that also includes pain/gain sharing	Performance Alliance Board agrees final algorithms of how performance measures calculate pain/gain sharing of any potential bonus	Performance of the Alliance is published and briefed to the WWL Board	Performance of the Alliance is published and briefed to the WWL Board	Performance of the Alliance is published and briefed to the WWL Board	Performance Alliance Board reviews algorithms of how performance measures calculate pain/gain sharing of any potential bonus. Alliance performance is published and briefed to the WWL Board.
Outcome 2.3: Strengthen commercial and procurement competency and capability across the organisation that drives a focus on delivery of value for money					
2.3a: Strengthen the Commercial and Procurement competency and functions for Wellington Water	Increase resource	Deliver training in Procurement Policy and processes to staff with financial delegations. Front-load procurement with external advisers	Engage independent cost analysis to support validation of pricing. Assess progress with procurement competency and adjust.	Increase the internal competency for our procurement practices	Engage independent cost analysis to support validation of pricing

WWL Strategic Outcome 3: Communities receive reliable three waters services

Orthodox organisational model with clear purpose and lines of accountability, a strengthened culture of raising issues and overall awareness of controls, strengthened governance oversight and assurance internally and externally.

Objective	Action Q4 (2024/25)	Action Q1 (2025/26)	Action Q2 (2025/26)	Action Q3 (2025/26)	Action Q4 (2025/26)
Outcome 3.1: Orthodox organisational model with clear purpose and lines of accountability					
3.1a: Implement improvements to asset management practice with a no-regrets basis covering the implementation of asset management framework, supporting Technology Systems Investment, and covering data quality	Develop a resourced action plan	Deliver against action plan	Deliver against action plan	Deliver against action plan	Deliver against action plan
3.1b: Document a process and control framework that outlines the key elements and workflows that are involved in running a water services organisation and implement changes to critical assurance and control processes identified through internal audit	Document process and control framework	Commence critical process improvements			
3.1c: Develop and implement group purpose statements	Develop group purpose statements	Implement through group business plans			
3.1d: Implement good practice approaches for recognising and rewarding values-based staff actions	A subset action of creating clearer accountabilities through structural changes is the approach taken to create the specific organisational culture we want. The key action this quarter is to revise the Internal Communications and Engagement Strategy and include mechanisms that support values and actions.	Develop an approach as part of our internal communications and engagement efforts	Implement		

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Objective	Action Q4 (2024/25)	Action Q1 (2025/26)	Action Q2 (2025/26)	Action Q3 (2025/26)	Action Q4 (2025/26)
Outcome 3.2: Strengthened culture of raising issues and overall awareness of controls					
3.2a: Communicate with staff through staff meetings and messages the importance of speaking up and raising risks early	Develop an Internal Communications and Engagement Strategy which reinforces the importance of speaking up and raising risks early. Create and deliver key messaging to staff regularly through multiple channels (i.e. leader-led conversations, CE and ELT comms, all-staff comms) that sends this message.	Initiate a set of staff workshops	Incorporated into staff induction		Retrospective review and a refreshed plan
3.2b: The Code of Conduct is reviewed to include positive, value-reinforcing behaviours across the organisation	Review Code of Conduct		Implement changes		
3.2c: Review the existing Protected Disclosures 'Speak Up' Policy, including disclosure requirements that extend beyond just staff, and the Items of Significance Policy to ensure they are easily understood and have mechanisms in place to use	Implement a confidential mechanism for staff to make suggestions on how to improve Wellington Water	Review policies	Implement changes Deliver training and awareness of policies		

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Objective	Action Q4 (2024/25)	Action Q1 (2025/26)	Action Q2 (2025/26)	Action Q3 (2025/26)	Action Q4 (2025/26)
Outcome 3.3: Strengthened governance oversight and assurance internally and externally					
3.3a: Improve assurance through improving the quality and content of information provided to, and reporting products from, the Risk and Assurance function	Amended Wellington Water Internal Audit Programme that includes: 1. Finance process focussed internal audits 2. Continued targeted auditing on costs Assurance provided to WWL Board over the development of annual planning advice	Assurance provided to WWL Board over the implementation of the Improvement Plan	Assurance provided to WWL Board over the implementation of the Improvement Plan	Assurance provided to WWL Board over the implementation of the Improvement Plan	Assurance provided to WWL Board over the implementation of the Improvement Plan
3.3b: Report on the implementation of the Improvement Plan	Performance is published and briefed to the WWL Board and Water Committee	Performance is published and briefed to the WWL Board and Water Committee	Performance is published and briefed to the WWL Board and Water Committee	Performance is published and briefed to the WWL Board and Water Committee	Performance is published and briefed to the WWL Board and Water Committee
3.3c: Meet the Foundational Information Disclosure Requirements from the Commerce Commission	Engage with the Commerce Commission	Establish reporting	Report	Report	Report
3.3d: Simplify the internal management framework by reviewing existing Management Committee Framework and implement changes	Capture the results of the first stages of streamlining post-organisational change	Further streamline			

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WWL Strategic Outcome 4: Services delivered by Wellington Water are compliant

Maintain a relentless focus on effective fluoridation in both the short and long term, strengthen the control and oversight of our suppliers, and strengthened financial controls that protect the integrity of financial transactions.

Objective	Action Q4 (2024/25)	Action Q1 (2025/26)	Action Q2 (2025/26)	Action Q3 (2025/26)	Action Q4 (2025/26)
Outcome 4.1: Maintain a relentless focus on effective fluoridation in both the short and long term					
<p>4.1a: The 2022 Phase 1 response focused on restoring full fluoridation to the Wellington region's drinking water supply with containerised solutions with a lifespan of 7 years. This has given time for Phase 2 to be well-planned and invested in through the LTP. The objective is to establish permanent fluoride dosing systems at all four Drinking Water Treatment Plants, ensuring they are safe for operators and capable of consistently meeting WWL's fluoride performance targets.</p>	<p>Completion of the Phase 2 options investigations into an Activity Brief</p>	<p>Completion of the Phase 2 options investigations into an Activity Brief</p>	<p>Develop a multi-year programme of work and associated business case</p>	<p>Develop a multi-year programme of work and associated business case</p>	<p>Develop a multi-year programme of work and associated business case</p>
Outcome 4.2: Strengthen the control and oversight of our suppliers					
<p>4.2a: Improve Wastewater Treatment Plant compliance</p>	<p>Make an assessment that changes to contract management and capital programme governance is reflected in improving compliance data</p>	<p>Provide assurance to Board that the compliance projects are on track</p>			

WWL Strategic Outcome 4: Services delivered by Wellington Water are compliant

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Objective	Action Q4 (2024/25)	Action Q1 (2025/26)	Action Q2 (2025/26)	Action Q3 (2025/26)	Action Q4 (2025/26)
Outcome 4.3: Strengthened financial controls that protect the integrity of financial transactions					
4.3a: Strengthen financial controls including large purchase orders, automatic payments of invoices, approvals for spending and payment (including Alliance statement of claim), financial system access, stop disclosing operational and capital budget information	No large purchase orders and automatic payment of invoices	Financial system access resolved to enable implementation of delegations. Implement good practice financial management practices training.	No statement of claims	Report	Report
4.3b: Reduce the conflicts of interest in key roles associated with the consultant panel through building internal project management capacity and ensuring client project managers are independent from the panel	Recruit internal project managers and ensure project managers are sourced from outside of the panel	Recruit internal project managers and ensure project managers are sourced from outside of the panel	Make an assessment of how the conflict is managed		
4.3c: Implement a comprehensive set of company wide delegations	Approved internal delegations from Chief Executive to employees	Delegations communicated to all delegation holders via formal letters of delegation	Review effectiveness of new delegations		
4.3d: Increase transparency and quality of delivery/investment planning information shared with Councils. Standardised approach to contingency management (for programmes of capital investment and delivery provided to Councils), including separate line for corporate costs for increased transparency.	Agree the final allocation methodology and reporting				