

**Wellington Water 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.*

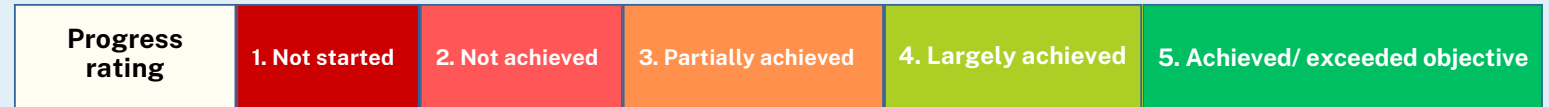
**Changes to objectives noted in red.**

Progress rating	1. Not started	2. Not achieved	3. Partially achieved	4. Largely achieved	5. Achieved/ exceeded objective
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Objective	Objective performance	Forecast progress rating to 30 June 26 <i>Overall objective</i>	Q3 action	Quarterly action performance	Progress rating Q3 action
<b>Outcome 1.1: We will enhance organisational capability in the lead-up to the new entity</b>					
<b>1.1a:</b> Update and develop technology systems and increase capability - <b>Pūnaha Tautoko Pūkenga (previously known as Technology Systems Investment Programme)</b>	<p>Implementation Business Case completed and presented for Board approval. Information management workstream ready for first go live of capability in June 2026.</p> <p>This is a long-term maturity uplift project that will endure into Tiaki Wai.</p>	3. Partially achieved	Vendor selection	<p>Negotiation and approval of Phase Zero Statements of Work with vendors has been completed, with Phase Zero activities now underway. The key output of Phase Zero is the implementation business case, which is on track to be submitted for Board approval in late May/early June.</p> <p>The information management workstream is tracking to plan, with design activities well underway.</p>	4. Largely achieved
<b>1.1b:</b> Prepare an Interim Capability Roadmap (numbers, process, systems) to de-risk our financial reporting	<p>A draft capability roadmap framework has been completed during Q3 2025/26 and further developed in Q3 2025/26. However, this has not been finalised and a current state assessment has not been completed.</p> <p>There is no capacity to continue this work currently as focus is on ensuring day 1 of Tiaki Wai.</p>	2. Not achieved	Complete interim capability assessment and roadmap during Q3 2025/26 with implementation aligning with Tiaki Wai Day 1 & Day 2 timeframes. Provision to Establishment Team for inclusion in plans.	<p>A draft capability roadmap framework has been completed during Q3 2025/26 and further developed in Q3 2025/26.</p> <p>However, this has not been finalised and a current state assessment has not been completed.</p>	2. Not achieved

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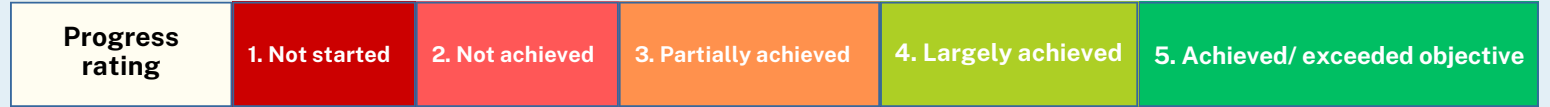
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<b>Outcome 1.1: We will enhance organisational capability in the lead-up to the new entity</b>					
<b>1.1c:</b> As required, support the development of the Water Services Delivery Plan <b>and Water Services Strategy</b> in preparation for the new entity	<p>Wellington Water continues to support the development of the Water Services Strategy (WSS) which will assist in ensuring Tiaki Wai is able to deliver on the strategy from 1 July 2026.</p> <p>The Establishment Team released the draft WSS for public consultation in late March 2026.</p>	<b>5. Achieved/ exceeded objective</b>	As required to support transition timelines	<p>Wellington Water provided input into all key areas of the Water Services Strategy - investment plan, levels of service, and finance - as the Establishment Team worked towards completing a draft for Tiaki Wai Board endorsement in mid-March 2026 before its release for council feedback and community consultation.</p> <p>The Tiaki Wai Establishment team is responsible for preparing the first Water Services Strategy with input/support from Wellington Water. The draft was published for public submissions on 24 March 2026, in line with their schedule.</p>	<b>5. Achieved/ exceeded objective</b>
<b>1.1d:</b> Create and implement a change framework for coordinated and systematic delivery of changes	<p>A draft integrated change strategy has been developed, along with a transformation roadmap across 3 horizons of change.</p> <p>An integrated change forum has been established and meets regularly, providing strategic oversight of Pūnaha Tautoko Pūkenga and Transition and to facilitate ongoing change sequencing and alignment of resourcing demands and interdependencies. Further work is still to be done in the next quarter, including building out a change register to support prioritisation and systematic delivery of change post Day 1 of Tiaki Wai.</p> <p>This is a long-term maturity uplift project that will endure into Tiaki Wai.</p>	<b>3. Partially achieved</b>	Resource plan for Change Programme approach. Delivery of improvement areas.	<p>Resourcing priorities for Transition have focused on the first change horizon. This included supporting delivery of critical path activities to establish the new Tiaki Wai entity, meet legislative/regulatory requirements for day one of Tiaki Wai (including undertaking new functions), as well as ensure foundations are in place for continuity of operational service delivery.</p> <p>Pūnaha Tautoko Pūkenga has developed the change strategy for the programme and is implementing the first change plan for the Information Management workstream. A plan for remaining workstreams and alignment with the second change horizon will be developed as the programme progresses, in partnership with the Transition team.</p>	<b>3. Partially achieved</b>

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**Outcome 1.1: We will enhance organisational capability in the lead-up to the new entity**

<p><b>1.1e:</b> Engage with Watercare specifically to identify and convert practical future synergies</p>	<p>Wellington Water will continue to engage with Watercare and build relationships to support progress on common interests, strategy, or practice.</p>	<p><b>5. Achieved/ exceeded objective</b></p>	<p>Explore opportunities</p>	<p>Watercare shared their Third Party Damage Recovery process. Wellington Water is reviewing their own process and looking for elements they can build into the process to maximise recovery of costs.</p> <p>Watercare has also shared their approach to leased regional park land (water supply catchment) to assist discussions between Tiaki Wai and Greater Wellington for Transfer Agreements.</p>	<p><b>5. Achieved/ exceeded objective</b></p>
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**Outcome 2.1: Strengthen mechanisms for demonstrating value for money**

<p><b>2.1a:</b> 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</p>	<p>All forward work will be competitively tendered in accordance with the procurement policy.</p> <p>Developing a catalogue of baseline rates based on current tender returns and prevailing market rates to establish clear benchmarks for what jobs should cost in the open market.</p>	<p><b>5. Achieved/ exceeded objective</b></p>	<p>Competitive tension in all work - professional services and construction contracts. Adjust procurement approached as benchmarks established.</p>	<p>Tendering is complete. Only project management and supervision, and planning remaining for 2026/27.</p> <p>The accelerated procurement model for network renewals has, to date, been highly successful. It has introduced at least 12 new suppliers into the Wellington Water supply chain, with all work pricing falling within the assessed market rates, helping demonstrate value for money.</p>	<p><b>5. Achieved/ exceeded objective</b></p>
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**Wellington Water Strategic Outcome 2: Water services are affordable and provide value**

*Strengthened 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.*

**No changes to objectives.**



Objective	Objective performance	Forecast progress rating to 30 June 2026 <i>Overall objective</i>	Q3 action	Quarterly action performance	Progress rating Q3 action
<b>Outcome 2.2: Strengthen the control and oversight of our suppliers</b>					
<b>2.2a:</b> Implement value-focused performance metrics and regular reviews of performance against these for consultants and contractors	<p>Tendering has continued in accordance with the procurement policy, with open tendering continuing to support competitive tension and value for money outcomes. Contracts continue to be managed and supervised in line with the Construction Contracts Act and NZS391 requirements, with payments only made where works are completed in accordance with specifications and contract conditions.</p> <p>Ongoing enablement is expected to commence in Q4 2025/26, strengthening the organisation's ability to monitor performance and demonstrate value for money across the programme.</p>	<b>4. Largely achieved</b>	Contractors and consultant performance assessed through contract delivery performance	Contractor and consultant performance is being assessed through contract delivery performance at project completion, using the established framework, with coverage expanding in line with project close out timing.	<b>4. Largely achieved</b>
<b>2.2b:</b> Implement a value-focussed performance framework for the Operations and Maintenance Alliance that also includes pain/gain sharing	Complete the design of the revised performance Alliance framework and implement.	<b>5. Achieved/ exceeded objective</b>	Performance of the Alliance is published and briefed to the Wellington Water Board	<p>The Q3 2025/26 report was presented to the Wellington Water Board on 17 April 2026.</p> <p>The Programme Alliance Board (PAB) is further refining performance measures for the Alliance in an effort to continue to drive performance. Revised Key Result Areas (KRAs) have been drafted and are under review.</p>	<b>5. Achieved/ exceeded objective</b>

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**Outcome 2.3: Strengthen commercial and procurement competency and capability across the organisation that drives a focus on delivery of value for money**

<p><b>2.3a:</b> Strengthen the Commercial and Procurement competency and functions for Wellington Water</p>	<p>General procurement training has been completed and available for future reference in a recording. Business unit targeted training has been planned and due to commence in April 2026.</p> <p>Work underway to commission a rerun of the comparative analysis completed in the AECOM Analysis of panel cost and valuation unit rates in Q4 2025/26.</p>	<p>4. Largely achieved</p>	<p>Respond to assessment priorities</p>	<p>Further progress has been made in strengthening procurement practices across the organisation. The Internal Audit report has been completed, a centralised SharePoint procurement site is now live, and development of a procurement risk register is underway. General procurement training has been delivered, with team-specific training scheduled for April 2026.</p> <p>Open-market tendering has strengthened across the organisation. Monthly ELT reporting is now embedded, providing greater visibility of tenders, exemptions, contract awards, and improving governance confidence.</p> <p>Procurement capability has also been enhanced through the introduction of dedicated Team Leaders, focused on different aspects of procurement. The specialisation increases the commercial and procurement competency within the team enabling them to better support the business.</p>	<p>4. Largely achieved</p>
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**Outcome 3.1: Orthodox organisational model with clear purpose and lines of accountability**

<p><b>3.1a:</b> Implement improvements to asset management practice with a no-regrets basis <del>covering the following:</del></p> <ul style="list-style-type: none"> <li><del>–Implementation of asset management framework</del></li> <li><del>–Supporting Technology Systems Investment</del></li> <li><del>–Data quality</del></li> </ul> <p><b>Establish an Investment Delivery Group Executive Oversight (IDEO) Group to stabilise the capital programme, strengthen accountability, and create a single, integrated investment system across Strategy &amp; Planning, Delivery, Finance, and Operations.</b></p>	<p>Continue to work on the 2026/27 capital programme and how the IDEO construct endures into Tiaki Wai.</p>	<p>3. Partially achieved</p>	<p>Continue implementing asset management framework, secure resource and Investment Delivery Executive Oversight (IDEO) Group.</p>	<p>IDEO was established in December 2025. Following establishment, immediate actions focused on programme and investment planning. The FY 2025/26 capital programme has been reviewed and completed, with anticipated capital spend confirmed. Work to confirm the FY 2026/27 programme is underway and will be transferred to Tiaki Wai. Further work to strengthen asset management and investment planning will be progressed through Tiaki Wai.</p>	<p>3. Partially achieved</p>
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**Wellington Water 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, and strengthened governance oversight and assurance internally and externally.*

Changes to objectives noted in red.

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**Outcome 3.1: Orthodox organisational model with clear purpose and lines of accountability**

<b>3.1b:</b> 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	Implementing changes to critical assurance control processes will be an ongoing activity for Wellington Water and will further progress with Tiaki Wai. This coincides with the Technology Systems Investment programme and the significant change and maturity uplift that will be ongoing.	3. Partially achieved	Critical process improvements	Critical process improvements identified - financial, asset management, and technology systems.  Action not taken: Formal process improvements.  Why: Resourcing and restructuring within critical functional areas and other change and transformation activities in the business.  Work commenced to support the implementation of the information management technology system with ongoing work to improve maturity overtime.	3. Partially achieved
<b>3.1c:</b> Develop and implement group purpose statements	Objective completed in Q1 2025/26.	5. Achieved/ exceeded objective	No further action required	Objective completed in Q1 2025/26. No further action required.	5. Achieved/ exceeded objective
<b>3.1d:</b> Implement good practice approaches for recognising and rewarding values-based staff actions	Objective completed in Q3 2025/26.	5. Achieved/ exceeded objective	No further action required.	Objective completed in Q3 2025/26. No further action required.	5. Achieved/ exceeded objective

**Outcome 3.2: Strengthened culture of raising issues and overall awareness of controls**

<b>3.2a:</b> Communicate with staff through staff meetings and messages the importance of speaking up and raising risks early	Covered within business as usual communications from leaders and Chief Executive.	5. Achieved/ exceeded objective	Continue to promote the importance of speaking up early, promoting the mechanisms to do so. Focus on supporting leaders to be proactive in encouraging their direct reports to highlight risks early.	Covered periodically in Chief Executive and Executive Leadership Team communications to staff, in addition to periodic promotion of our Protected Disclosures Policy.  An internal training course and accompanying video are also in production for the Protected Disclosures Policy.	5. Achieved/ exceeded objective
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<b>Outcome 3.2: Strengthened culture of raising issues and overall awareness of controls</b>					
<b>3.2b:</b> The Code of Conduct is reviewed to include positive, value-reinforcing behaviours across the organisation	Objective completed in Q3 2025/26.	5. Achieved/ exceeded objective	Objective completed in Q3 2025/26. No further work required.	Objective completed in Q3 2025/26. No further action required. This will be superseded by the Tiaki Wai Code of Conduct.	5. Achieved/ exceeded objective
<b>3.2c:</b> 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	The Protected Disclosures ("Speak Up") Policy has been reviewed, updated, and fully implemented for staff, ensuring clarity and accessibility.  Work on the Items of Significance Policy was paused because it will be superseded by Tiaki Wai's statutory Significance and Engagement Policy. This is about to be consulted on by Tiaki Wai.	4. Largely achieved	Deliver training and awareness of Protected Disclosures ("Speak Up") policy.	The Protected Disclosures ("Speak Up") policy has been reviewed, updated and fully implemented for staff, ensuring clarity and accessibility.	5. Achieved/ exceeded objective
<b>3.3a:</b> Improve assurance through improving the quality and content of information provided to, and reporting products from, the Risk and Assurance function	Within the resources allocated, we have uplifted assurance and performance reporting to Executive Leadership, the Board, and Commerce Commission. Stronger focus applied to assurance of the quality and content of information provided by the organisation.	4. Largely achieved	Assurance provided to Wellington Water Board over the implementation of the Improvement Plan	Improvement Plan performance and assurance process have been implemented. Reporting of the plan and performance were provided to the Wellington Water Board and Wellington Water Committee. Additional assurance provided through the internal audit programme with a focus on corporate financial transactions and controls, Alliance financial cost, procurement and purchasing, contract management, fraud and sensitive expenditure, and capital project management.  Internal audit programme is on track to deliver assurance and performance insight to the Audit committee.	4. Largely achieved
<b>3.3b:</b> Report on the implementation of the Improvement Plan	Implementation of the improvement plan reported as required. Strengthened oversight through multiple external parties and publishing information on the external Wellington Water website.	5. Achieved/ exceeded objective	Performance is published and briefed to the Wellington Water Board and Water Committee	Performance has been reported to the Water Committee on 13 March 2026, and the Wellington Water Board on 20 February 2026. The Water Committee papers are available via Hutt City Council's website. Performance reporting is published via the Performance and Reporting webpage on the Wellington Water website.	5. Achieved/ exceeded objective

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**Outcome 3.3: Strengthen governance oversight and assurance internally and externally**

<b>3.3c:</b> Meet the Foundational Information Disclosure Requirements from the Commerce Commission	Requirements of the disclosures have been met to date. Maturity uplift in the processes for making formal regulatory submissions as per Commerce Commission requirements. Improvements continue to mature our systems and ways of working for efficiency and effectiveness in the context of the current low maturity technology and data.	5. Achieved/ exceeded objective	Report	The disclosure requirements were met in Q3 2025/26 within the required deadlines.	5. Achieved/ exceeded objective
<b>3.3d:</b> Simplify the internal management framework by reviewing existing Management Committee Framework and implement changes	An ELT paper containing the existing management committee framework was submitted and reviewed. A number of committees and meetings were approved to cease. Risk and Compliance is responsible for ongoing oversight of the management committees, with new committees requiring ELT approval.	4. Largely achieved	Updated list of current management committees and terms of reference.	Final summary of ceased management committees to be circulated.	4. Largely achieved

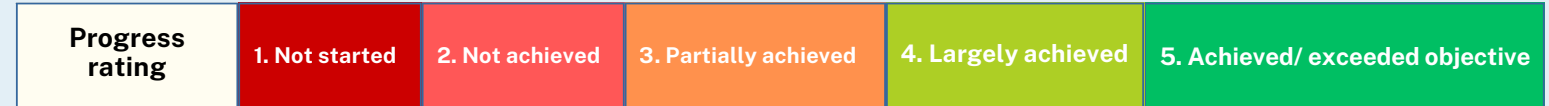
**Outcome 4.1: Maintain a relentless focus on effective fluoridation in both the short and long-term**

<b>4.1a:</b> 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.	Finalisation of contract for optioneering.  We estimate that consultant work will start in early May 2026, with optioneering to be completed in early Q3 2026/27.	3. Partially achieved	Progress preferred solution	Phase 2 of the Fluoridation project has progressed well.  Wellington Water completed an internal Multi-Criteria Analysis workshop for chemical selection at each plant and confirmed the high-level options to be further developed by consultants. Consultants have proposed a team to complete the work and we are working to finalise contract for optioneering.	3. Partially achieved
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**Wellington Water 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.*

**No changes to objectives.**



Objective	Objective performance	Forecast progress rating to 30 June 2026 <i>Overall objective</i>	Q3 action	Quarterly action performance	Progress rating Q3 action
<b>Outcome 4.2: Strengthen the control and oversight of our suppliers</b>					
<b>4.2a: Improve Wastewater Treatment Plant compliance</b>	<p>Moa Point is non-operational due to the flooding event on 4 February 2026. Wellington Water is working on a recovery plan to return Moa Point to operation and compliance.</p> <p>By the end of April 2026, Greater Wellington Regional Council (GWRC) will make an enforcement decision regarding the unauthorised sludge carryovers at the Porirua Wastewater Treatment Plant that occurred in April/May 2025. Wellington Water may be held liable for the non-compliance and GWRC may seek to prosecute.</p> <p>Compliance with Consent conditions remains challenging for 3 of 4 plants (Seaview, Moa Point and Western Wastewater Treatment Plant).</p> <p>Consent compliance continues to be affected by the condition of a large number of critical assets; this is being actively addressed through the capital renewals programme. This is a long-term investment plan that will endure into Tiaki Wai.</p>	<b>2. Not achieved</b>	<p>Provide assurance to the Board that the compliance projects are on track and regulatory enforcement is avoided.</p>	<p>Assurance to the Board is provided through the monthly compliance performance dashboard, which outlines the compliance-related projects.</p> <p>The focus for Q3 2025/26 has been on supporting Moa Point Incident investigations and reviews, and supporting the recovery of the plant.</p> <p>Seaview Odour Control Unit (OCU) operational (Stage 2 odour Project), Ultraviolet (UV) replacement Project is in progress, but delayed as temporary channel issues are being resolved. Abatement Notice A1111 (to do) has been complied with.</p> <p>Western UV Renewal has been installed and is in the commissioning phase. Planning for Q4 2025/26 Seaview Dryer maintenance shutdown undertaken. Plans for compliance Audits are to be explored using external resources.</p> <p>The improved breach process is now being applied; further modifications are being explored. This is to ensure Veolia remains focused on achieving compliance wherever possible within their operations and maintenance responsibilities.</p> <p>Some of the Q3 2025/26 compliance breaches explanations have been received from Veolia and are being evaluated, further contract breach penalties may be applied.</p> <p>The contract management team is currently seeking explanations for several compliance breaches that occurred over Q3 2025/26. Depending on the circumstances and whether these breaches are determined to have been avoidable, further contract breach penalties may be applied.</p>	<b>2. Not achieved</b>

**Wellington Water 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.

No changes to objectives.

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Objective	Objective performance	Forecast progress rating to 30 June 2026 <i>Overall objective</i>	Q3 action	Quarterly performance action	Progress rating Q3 action
<b>Outcome 4.3: Strengthened financial controls that protect the integrity of financial transactions</b>					
<b>4.3a:</b> 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	All actions were completed in Q1 2025/26 with the exception of fully removing external party access to Wellington Water systems (other than the finance system).  As this requires the implementation of a new system solutions, the timing of delivering this will be informed by the systems implementation work.	4. Largely achieved	Report back on improvements	All improvements that can be made against this objective have been completed in Q3 2025/26. No further improvements to be made for this objective outside of requiring a new system as per objective commentary.	5. Achieved/ exceeded objective
<b>4.3b:</b> 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	New Project Management team is fully embedded into Wellington Water. External Project Managers are completely separate from the external designer.	5. Achieved/ exceeded objective	Build internal competency and standard of practice with clear responsibility for oversight of external project manager performance	New internal project management team is fully embedded into Wellington Water. External Project Managers are completely separate from the external designer.	5. Achieved/ exceeded objective
<b>4.3c:</b> Implement a comprehensive set of company wide delegations	Company-wide delegations implemented and in effect since Q3 2025/26.	5. Achieved/ exceeded objective	No action required	Company-wide delegations implemented and in effect since Q3 2025/26.	5. Achieved/ exceeded objective
<b>4.3d:</b> 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.	Objective completed in Q4 2024/25.	5. Achieved/ exceeded objective	No action required	Objective completed in Q4 2024/25. No further action required.	5. Achieved/ exceeded objective