

Wellington Water

Organisational Capability Plan

2024-2026

Purpose of this plan

The organisational capability plan for Wellington Water is designed to enhance controls and assurance, improve operational effectiveness, identify value for money opportunities, and strengthen culture and ways of working. Though complex, the plan aims to consolidate all necessary activities over the next two years, ensuring the basics are done right while preparing for the transition to a new entity.

Wellington Water Purpose Statement

Wellington Water exists so that people in the Wellington Region have safe, reliable, compliant and affordable drinking water, storm water and waste water services.

Implementation

The Plan has

- immediate tasks to begin
- tasks to be undertaken in the 2024/2025 period
- tasks to be undertaken from 2025/2026 onwards.

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Where we've been

Internal and external drivers



Increasing cost pressures



Shifting regulatory and policy environment



Budget error leading to Review



Rising community expectations



Infrastructure challenges



Certainty needed over value for money

External review Wellington Water Limited capital programme estimating and budget systems

Changes we're making

WORKSTREAM 1: Accountability

Restructure the organisation so that accountabilities are clear, and capabilities can be substantially enhanced in the lead up to a new entity, ensuring value for money.

Value for Money Review: VFM review of contractor delivery model.

WORKSTREAM 2: Assurance

Establish effective risk management practices, align internal management with strategic goals, improve operational efficiency and compliance, and oversee the implementation of review recommendations.

WORKSTREAM 3: Controls – Finance and Processes

Apply the COSO controls framework, which provides a comprehensive system for achieving effective internal controls by focusing on risk management, governance, and compliance across five integrated components.

Systems: System investments e.g. project, asset management.

WORKSTREAM 4: Responsibilities to shareholders

Rebuild the trust and confidence of shareholding councils in Wellington Water.

WORKSTREAM 6: Ways of working

Embed organisational values into daily practices, defining clearer leadership expectations, and adapting our performance management approach to ensure accountability.

Where we're going

WORKSTREAM 5: Transition to new entity



A strong and capable organisation to fold into a new asset owning entity.



Fit for purpose organisational design

Designing and putting structure, systems, processes and other enablers into place to support the new operating model.

Strong controls and assurance framework

Well-equipped to manage risks, ensure compliance, and operate effectively, providing confidence in its ability to achieve its objectives and deliver value.

