

Culture and Value for Money Improvement Plan Quarter 2 2025 – 26

1. Progress Rating Definitions and Performance Quarter 1 and Quarter 2 2025-26

		Action Progress rating - Number and (%)		Forecast Objective progress rating to 30 Jun 26 - Number and (%)	
Progress Rating	WWL's Definition	Q1 2025/26	Q2 2025/26	Q1 2025/26	Q2 2025/26
1. Not Started	The task or objective has not been initiated in any form.	0 (0%)	0 (0%)	0 (0%)	0 (0%)
2. Not Achieved	The task was attempted but did not meet the minimum required outcomes.	0 (0%)	0 (0%)	1 (4%)	0 (0%)
3. Partially Achieved	Some progress was made, but key elements of the objective remain incomplete.	6 (23%)	7 (23%)	6 (23%)	1 (4%)
4. Largely Achieved	Most of the objective has been met, with only minor gaps or improvements needed.	9 (35%)	6 (23%)	8 (31%)	11 (42%)
5. Achieved/ Exceeded objective	The objective was fully met or surpassed, delivering results beyond expectations.	11 (42%)	13 (50%)	11 (42%)	14 (54%)
TOTAL		26 (100%)	26 (100%)	26 (100%)	26 (100%)
OBJECTIVES FULLY COMPLETED					3 (12%)

2. Summary of Updates to Objectives and Quarterly Actions

Note: Where there have been no changes these are not provided below. Refer to Version 2 of Culture and Value for Money Improvement Plan December 2025.

Updated Quarterly Actions		Version 1 (Obsolete)	Version 2	Version 1 (Obsolete)	Version 2	Version 1 (Obsolete)	Version 2
Ref	Objective (red font - addition Dec 2025)	Action (Q2 2025/26)	Action (Q2 2025/26)	Action (Q3 2025/26)	Action (Q3 2025/26)	Action (Q4 2025/26)	Action (Q4 2025/26)
1.1a	Update and develop technology systems and increase capability - Technology Systems Investment Programme	Vendor Selection	Evaluate proposals	Implementation	Vendor Selection	Implementation	Phase 1 implementation
1.1b	Prepare an Interim Capability Roadmap (numbers, process, systems) to de-risk our financial reporting.	Commence business improvement programme focussed on financial processes.	Support delivery of water services strategy budgets		Complete interim capability assessment and roadmap during Q3 with implementation aligning with Tiaki Wai Day 1 & Day 2 timeframes. Provision to Establishment Team for inclusion in plans.		Follow up with Establishment Team on further capability requirements.
1.1c	As required, support the development of the Water Services Delivery Plan and Water Services Strategy in preparation for the new entity	As required to support transition timelines		As required to support transition timelines		As required to support transition timelines	

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1.1d	Create and implement a change framework for coordinated and systematic delivery of changes		Recruit Change Lead for Technology Systems Improvement Programme. Commence Programme approach to change.		Resource plan for change Programme approach. Delivery of improvement areas.	<i>As required to support transition timelines</i>	Resource plan for change Programme approach. Delivery of improvement areas.
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.	<i>Check and adjust the amount of work tendered through the panel.</i>	Competitive tension in all work - professional services and construction contracts. Adjust procurement approached as benchmarks established.	<i>Check and adjust the amount of work tendered through the panel.</i>	Competitive tension in all work - professional services and construction contracts. Adjust procurement approached as benchmarks established.	<i>Implementation</i>	Competitive tension in all work - professional services and construction contracts. Adjust procurement approached as benchmarks established.
2.2a	Implement value-focused performance metrics and regular reviews of performance against these for consultants and contractors.	<i>Check and adjust the amount of work tendered through the panel.</i>	Contractors and consultant performance assessed through contract delivery performance	<i>Check and adjust the amount of work tendered through the panel.</i>	Contractors and consultant performance assessed through contract delivery performance		Contractors and consultant performance assessed through contract delivery performance

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2.3a	Strengthen the Commercial and Procurement competency and functions for Wellington Water	<i>Engage independent cost analysis to support validation of pricing.</i> <i>Assess progress with procurement competency and adjust.</i>	Start assessment of progress with strengthening the procurement competency and adjust.	<i>Increase the internal competency for our procurement practices.</i>	Respond to the assessment priorities	<i>Engage independent cost analysis to support validation of pricing.</i>	Rerun the comparative analysis completed in the AECOM Analysis of panel cost and valuation unit rates
3.1a	Original Implement improvements to asset management practice with a no-regrets basis covering the implementation of asset management framework, supporting Technology Systems Investment, and data quality Add to objective Establish an Investment Delivery Executive Oversight (IDEO) Group to stabilise the capital programme, strengthen accountability, and create a single, integrated investment system across Strategy & Planning, Delivery, Finance, and Operations.	<i>Deliver against action plan</i>	Resource the asset management functions for oversight of asset management, monitoring and investment prioritisation. Establish Investment Delivery Executive Oversight (IDEO) Group	<i>Deliver against action plan</i>	Continue implementing asset management framework, secure resource and IDEO.	<i>Deliver against action plan</i>	Continue implementing asset management framework and IDEO.

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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.		Critical process improvements		Critical process improvements		Critical process improvements
3.1c	Develop and implement group purpose statements		No further action required				
3.1d	Implement good practice approaches for recognising and rewarding values-based staff actions	<i>Implement</i>	Implementation		Objective completed in Q2		Objective completed in Q2 2025/26
3.2a	Communicate with staff through staff meetings and messages the importance of speaking up and raising risks early.	<i>Original Incorporated into staff inductions</i>	Within business as usual activities, e.g. leadership forum, on line sessions, and every day work, people are encouraged to speak up and raise issues.		Continue to promote the importance of speaking up early, promoting the mechanisms to do so. Focus on supporting leaders and employees to be proactive in highlighting risks early.	<i>Retrospective review and a refreshed plan.</i>	Continue to promote the importance of speaking up early, promoting the mechanisms to do so. Focus on supporting leaders and employees to be proactive in highlighting risks early.

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3.2b	The Code of Conduct is reviewed to include positive, value-reinforcing behaviours across the organisation	<i>Implement Changes</i>	Implement changes		Objective completed in Q2. No further work required. Will be superseded by Tiaki Wai Code of Conduct.		Objective completed in Q2. No further work required. Will be superseded by Tiaki Wai Code of Conduct.
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.	<i>Implement changes</i> <i>Deliver training and awareness of policies</i>	Review significance policy		Deliver training and awareness of Protected Disclosures ("Whistleblowers") policy.		
3.3d	3.3d: Simplify the internal management framework by reviewing existing Management Committee Framework and implement changes				Updated list of current management committees and terms of reference.		

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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.	<i>Develop a multi-year programme of work and associated business case</i>	Undertake optioneering and develop a multi-year programme of work to replace existing fluoridation systems.	<i>Develop a multi-year programme of work and associated business case</i>	Progress preferred solution.	<i>Develop a multi-year programme of work and associated business case.</i>	Progress preferred solution.
4.2a	Improve Wastewater Treatment Plant compliance.		To provide assurance to the Wellington Water Board that the compliance projects are on track and regulatory enforcement is avoided.		To provide assurance to the Wellington Water Board that the compliance projects are on track and regulatory enforcement is avoided.		To provide assurance to the Wellington Water Board that the compliance projects are on track and regulatory enforcement is avoided.

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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 statement of claims.	No statement of claims.	Report	Report back on improvements	Report	Leave blank
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.	Make an assessment of how the conflict is managed.	Build internal competency and standard of practice with clear responsibility for oversight of external project manager performance,		Build internal competency and standard of practice with clear responsibility for oversight of external project manager performance,		Make an assessment of how the conflict is managed.
4.3c	Implement a comprehensive set of company-wide delegations.	Review effectiveness of new delegations.	.		Completed in Q2		Completed in Q2

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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		Review the management of contingency for programmes of capital investment.		Completed in Q4 2024/25		Completed in Q4 2024/25

3. Objectives that will endure into Tiaki Wai

Ref	Objective
1.1a	Update and develop technology systems and increase capability - Technology Systems Investment Programme
1.1d	Create and implement a change framework for coordinated and systematic delivery of changes
3.1a	Implement improvements to asset management practice with a no-regrets basis. Establish an Investment Delivery Executive Oversight (IDEO) Group to stabilise the capital programme, strengthen accountability, and create a single, integrated investment system across Strategy & Planning, Delivery, Finance, and Operations.
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.
4.2a	Improve Wastewater Treatment Plant compliance.