

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.

No changes to objectives.

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 Overall objective	Q1 action	Quarterly action performance	Progress rating Q1 Action
Outcome 1.1: 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	Objective - Information management negotiations and contract sign-off. Action not taken: Information management contract sign-off. Why: Wellington Water Legal Review of the contract still in progress, negotiations have taken longer than anticipated. When will it be completed: October 2025 - Q2 2025/26 Objective: Request for Proposal Towers - Procurement Phase. Engaging with Technology Systems Investment Programme’s Tower suppliers and completing negotiations. Action not taken: Completion of evaluation and negotiations with preferred suppliers. Why: Increased responses received from the market, higher than initially anticipated, have impacted timelines for validation and evaluation work. When will it be completed: December 2025 - Q2 2025/26	4. Largely achieved	Request for Proposal to market	The Information Management contract negotiations are completed with the preferred supplier. Work stream kick-off workshops are scheduled for the week commencing 13 October 2025. The major 'Towers' Request for Proposal (RFP) is in the evaluation stage and on track with validation and moderation completed for the 8 Towers (asset, finance, health and safety, programme and project management, customer, billing, HR and payroll). Although timelines remain tight, the Programme remains on track to complete the Procurement Phase in December 2025. Vendor presentations are scheduled to complete late November 2025, and contract negotiations will commence on 28 November. Approval of the Technology Systems Investment Programme’s contract(s) is scheduled for the combined Wellington Water and Metro Water Board meeting on 15 December and the Tower contracts awarded by 17 December. The critical milestones in this procurement phase are the approval of the RFP Evaluation Report, which will recommend the preferred suppliers to enter negotiation with, and then approval of the contracts. The key risk to the programme’s timeline is the timely approval of the contract(s). The Programme is planning the first Independent Quality Assurance assessment in November 2025, completing an independent baseline assessment of the Programme, providing assurance that the Programme is setting itself up to successfully deliver the required outcomes.	4. Largely achieved

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Outcome 1.1: We will enhance organisational capability in the lead-up to the new entity					
1.1b: Prepare an Interim Capability Roadmap (numbers, process, systems) to de-risk our financial reporting	The Finance team has been restructured to address known capability gaps. System needs have been scoped and fed into the Technology Systems Investment Programme. Action not taken: Development of a capability roadmap. Why: No resourcing available. When will it be completed: This action is likely to be completed as part of Metro Water implementation.	2. Not achieved	Financial systems scoping as part of the Technology Systems Investment	Finance system scoping, including supply chain and billing, has been completed and included in the Technology Systems Request for Proposal.	5. Achieved/ exceeded objective
1.1c: As required, support the development of the Water Services Delivery Plan in preparation for the new entity	Wellington Water reviewed and provided feedback on the draft Water Services Delivery Plan before it was submitted to the Department of Internal Affairs. Relevant feedback was incorporated into the final version. With the submission of the Plan, this objective is largely completed, subject to approval by the Department Wellington Water is now engaging with the Metro Water Establishment team on the support required as they move into implementation, for example, the Water Services Strategy. This may require new objectives to be added to the company business plan.	4. Largely achieved	As required to support transition timelines	Councils submitted their joint Water Services Delivery Plan for the metro Wellington region to the Department of Internal Affairs for approval.	5. Achieved/ exceeded objective

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Outcome 1.1: We will enhance organisational capability in the lead-up to the new entity					
1.1d: Create and implement a change framework for coordinated and systematic delivery of changes	Improved coordination and systematic delivery across major changes programmes including Technology Systems Investment, Transition to Metro Water and the Culture and Value for Money Improvement Plan through appointments to key roles, more formalised structures and reporting, strengthened relationships and communications. Action not taken: Development of a Change Framework. Why: Limited resourcing and other priorities. When will it be completed: Stocktake of all change initiatives across the organisation will be completed in Q2 2025/26. A Change Framework will be completed in alignment with Metro Water and the Technology Systems Investment Programme.	3. Partially achieved	Define how we positively influence transition through the improvement plan	Actions under the Improvement Plan are strengthening foundations that Metro Water will pick up from Wellington Water. Wellington Water Transition planning and resource requirements are aligned with Metro Water Establishment team approach. Change programme elements are being collated and prioritised to supplement the Culture and Value for Money Improvement Plan through Transition work with the Metro Water Establishment Team. This includes the Asset Management Framework implementation, which has included making structural changes for alignment and clear accountabilities for process and information flows across the organisation. Technology Systems Investment change plan is also a major change programme.	4. Largely achieved
1.1e: Engage with Watercare specifically to identify and convert practical future synergies	Expect to continue to engage with Watercare to identify and convert practical future synergies across all levels of our organisation.	4. Largely achieved	Explore opportunities	Wellington Water staff visited the Māngere Wastewater Treatment Plant and viewed several technologies and processes that have potential for improving treatment outcomes at treatment facilities. Watercare have engaged with the transition team’s finance workstream to explore information sharing opportunities. Also engaged with Watercare over water metering issues (e.g. types of meters, boxes, etc).	4. Largely achieved

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.

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Objective	Objective performance	Forecast progress rating to 30 June 2026 <i>Overall objective</i>	Q1 action	Quarterly action performance	Progress rating Q1 Action
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	Forecast progress to 30 June 2026 is currently on track to largely achieve objective.	4. Largely achieved	Make an assessment of the percentage of work that will be tendered through the panel versus open market	Projects and contracts in Q1 2025/26 have been subject to commercial tension, with both open and closed tenders issued via GETS in line with our procurement principles and policy. Data capture and analysis processes are underway to improve the robustness of reporting and provide greater visibility across procurement activities and commercial performance. Action not taken: Full implementation of end-to-end procurement reporting and capability training. Why: Further refinement is required to embed new processes, define consistent reporting metrics, and align capability development with the revised procurement framework. When will it be completed: Training is continuous and forms part of an operating rhythm.	4. Largely achieved
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	Forecast progress to 30 June 2026 is currently on track to partially achieve objective.	3. Partially achieved	Commence	No change. Tendering has been undertaken in accordance with the procurement policy, with open tendering driving value for money. Contracts are supervised in accordance with the Construction Contracts Act and NZS391 requirements, payment is only made if works are completed in line with the specifications and contract conditions. Value focused metrics and performance KPI's are being developed and will likely be in place in Q2 2025/26.	3. Partially achieved
2.2b: Implement a value-focussed performance framework for the Operations and Maintenance Alliance that also includes pain/gain sharing	Framework on track for implementation by Q2 2025/26 that strengthens the control and oversight of the Alliance.	5. Achieved/ exceeded objective	Performance of the Alliance is published and briefed to the Wellington Water Board	Briefings to Board and Water Committee on Operations and Maintenance Alliance performance undertaken in August/September 2025 by Chief Operating Officer. Operations and Maintenance Alliance formal monthly performance reporting commenced on 1 July 2025. The report will be publicly available from November 2025 to provide transparency.	4. Largely achieved

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.

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Objective	Objective performance	Forecast progress rating to 30 June 2026 <i>Overall objective</i>	Q1 action	Progress made this quarter	Progress rating Q1 Action
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	Enhanced commercial governance and value creation through improved contract management frameworks and performance monitoring. Quantity Surveyor services delivering value across multiple business units. Procurement capability uplift progressing with comprehensive training programme developed and ready for deployment. Action not taken: Procurement training programme rollout. Why: Additional development time required to ensure content is appropriately tailored for different audiences based on focus group feedback. When will it be completed: Early November 2025 for initial rollout with targeted sessions following through Q2 2025/26.	4. Largely achieved	Deliver training in the Procurement Policy and associated processes to staff with financial delegations. Front load our procurement with external advisers e.g. Quantity Surveying and value engineering.	Focus group sessions held in August 2025 with key personnel across the business to refine procurement training content and approach, collaborating with internal engagement team to develop training for all staff with phased delivery (general procurement training followed by targeted sessions with specific teams). Quantity Surveyor services were successfully procured and onboarded in August 2025 with good uptake from Capital Delivery, Strategy & Planning, and Treatment and Control Systems, providing estimation, oversight, and value engineering across projects, with base set of rates completed. Action not taken: Training release. Why: The focus group insights identified the need for targeted training sessions, requiring additional time to develop appropriate content for different audiences. When will it be completed: The procurement training rollout is planned for early November 2025. Quantity Surveyor services engagement is already in progress and ongoing.	4. Largely achieved

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.

No changes to objectives.

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 2026 Overall objective	Q1 action	Quarterly action performance	Progress rating Q1 Action
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 following: - Implementation of asset management framework - Supporting Technology Systems Investment - Data quality	Executive Leadership Team commitment to the implementation of the Asset Management Framework, with practical implementation to be delivered as a business improvement project. Action not taken: Resourcing the implementation team for core task - Asset Management process discovery, development, and deployment. Why: Scope of work is being evaluated and its alignment with complementary transformation workstreams. When will it be completed: Q2 2025/26 - priority order for the discovery and development of processes.	3. Partially achieved	Deliver against action plan	Asset Management Framework role responsibilities, governance, and working groups defined as key foundations to support the implementation of the Asset Management Framework, with practical implementation (process discovery and mapping) to be delivered as a business improvement project. Action not taken: Finalisation of the Asset Management Framework business improvement project plan Why: Limited resourcing to apply to this activity in the context of supporting the transition to new water organisations and other initiatives such as the Technology Systems Improvement Programme. When will it be completed: Project plan to be completed in Q2 2025/26.	3. Partially achieved
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	Process and control framework implemented into the existing internal policy and process-controlled system. Action not taken: Alignment of function and accountability to activity. Why: Other transformation and change activities in the business. When will it be completed: End of Q2 2025/26.	3. Partially achieved	Commence 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. Expected to commence in Q2 2025/26.	3. Partially achieved
3.1c: Develop and implement group purpose statements	Performance of the group business plans will be managed through business performance process with a focus on issues and/or risks to achieving the objectives.	5. Achieved/ exceeded objective	Implement through group business plans	Purpose statements were developed for each group in the organisation in alignment with the organisation purpose. These statements were used to develop the respective group business plans to provide clear purpose and delivery against accountabilities and objectives.	5. Achieved/ exceeded objective

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Outcome 3.1: Orthodox organisational model with clear purpose and lines of accountability					
3.1d: Implement good practice approaches for recognising and rewarding values-based staff actions	The outcome of creating an ‘Orthodox organisational model with clear purpose and lines of accountability’ has been completed. The organisation was restructured in February 2025, introducing a clearer functional structure aligned to a more orthodox organisational structure. It was also designed to create clearer group purpose and accountabilities. The subsequent quarterly actions intended to embed ongoing cultural improvement have now been completed.	5. Achieved/ exceeded objective	Revise the Internal Communication Strategy and incorporate methods to recognise and reinforce values-based actions	Last quarter saw the establishment of formalised mechanisms for Executive Leadership Team members to regularly acknowledge staff contributions in their written communications and wider Groups engagement. They’re designed to recognise values-based actions.	5. Achieved/ exceeded objective
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	Forecast progress to 30 June 2026 is currently on track to achieve or exceed objective.	5. Achieved/ exceeded objective	Initiate a set of staff workshops	Ongoing communications from the Chief Executive and the Executive Leadership Team continue to reinforce and encourage staff to speak up and raise risks early. In August 2025, we updated the Protected Disclosures Policy and the updated policy has been communicated to all staff as part of the roll-out.	5. Achieved/ exceeded objective
3.2b: The Code of Conduct is reviewed to include positive, value-reinforcing behaviours across the organisation	The revised Code of Conduct is now adopted into the onboarding and induction of new staff.	5. Achieved/ exceeded objective	No further action required	A review of the Code of Conduct was undertaken in Q4 2024/25. The Code of Conduct for internal contractors/consultants was also reviewed and updated. This includes removal of company values, as contractual relationships are based on merit (cost and performance). It includes further clarity on demonstrating value for money. No further action required.	5. Achieved/ exceeded objective

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Objective	Objective performance	Forecast progress rating	Q1 action	Quarterly action performance	Progress rating Q1 Action
Outcome 3.2: Strengthened culture of raising issues and overall awareness of controls					
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	Forecast progress to 30 June 2026 is currently on track to achieve or exceed objective.	5. Achieved/ exceeded objective	Review policies	Approved ‘Protected Disclosures’ policy was communicated via the staff newsletter and the staff intranet. A quiz was held to engage people with the policy. Policy has been uploaded into Q-Pulse. Reciprocal for Protected Disclosures is available. The ‘Items of Significance’ policy has been updated and is waiting for ELT approval. Actions not taken: ELT approval of the ‘Items of Significance’ policy and development of a short training video introducing the two policies for staff and new employees. Why: Delayed progress due to other priorities, including staff availability. The training video couldn't be developed as the 'Items of Significance' policy hasn't been approved yet. When will it be completed: Q2 2025/26.	4. Largely achieved
Outcome 3.3: Strengthen 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	Within the resources allocated uplift in assurance and performance reporting to Executive Leadership and 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 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

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Objective	Objective performance	Forecast progress rating Overall objective	Q1 action	Quarterly action performance	Progress rating Q1 Action
Outcome 3.3: Strengthen governance oversight and assurance internally and externally					
3.3b: Report on the implementation of the Improvement Plan	On track to report Q1 2025/26 implementation plan by 31 October 2025 to the Commerce Commission.	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 25 July and 26 September, and the Wellington Water Board on 15 August. The Water Committee papers are available via Hutt City Council's website. Performance reporting will be published via the new performance and reporting webpage on the Wellington Water website.	5. Achieved/ exceeded objective
3.3c: Meet the Foundational Information Disclosure Requirements from the Commerce Commission	The first formal disclosure is due on 31 October 2025. New processes have been developed and will meet the requirements set out in the disclosure. Improvements were made to the external website to make it easier for the public to source performance and reporting information.	5. Achieved/ exceeded objective	Establish reporting	First requirements of the disclosure were met in September 2025. The Commerce Commission's feedback on the draft plans were received and already included in next version of products.	5. Achieved/ exceeded objective
3.3d: Simplify the internal management framework by reviewing existing Management Committee Framework and implement changes	Future quarterly actions will continue to streamline the framework. This is expected to be completed by the end of Q4 2025/26.	5. Achieved/ exceeded objective	Further streamline	Reviewed the current list of internal management committees, identified some meetings that can be formally disbanded, developed a template Terms of Reference, including a list of types of meetings. Action not taken: A stocktake of management meetings initiated since the initial review, formal disestablishment of the management meetings that can be closed. Why: Time has been prioritised on other activities within the organisation When will it be completed: End of Q3 2025/26.	3. Partially achieved

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.

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Objective	Objective performance	Forecast progress rating Overall objective	Q1 action	Quarterly action performance	Progress rating Q1 Action
Outcome 4.1: Maintain a relentless focus on effective fluoridation in both the short and long term					
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.	Forecasting to complete the business case in Q2 2025/26. The intention is to provide investment requirements which are included in a future Water Services Strategy by Metro Water. The target has been for this to be for the 2027-37 investment period but this may change as the plan for the completion of that Strategy is prepared.	3. Partially achieved	Develop a multi-year programme of work and associated business case	Further work on key business case elements for Phase 2 have been undertaken. Stakeholder and mana whenua engagement commenced to enable a consistent long term relationship. A multi-year programme of work has been identified. Action not taken: Completing the business case. Why: Resourcing constraints. When will it be completed: Q2 2025/26.	3. Partially achieved

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

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Objective	Objective performance	Forecast progress rating <i>Overall objective</i>	Q1 action	Quarterly action performance	Progress rating Q1 Action
Outcome 4.2: Strengthen the control and oversight of our suppliers					
4.2a: Improve Wastewater Treatment Plant compliance	Numerous projects improving compliance outcomes are currently in delivery. The majority are either on track or ahead of the Long Term Plan with a couple of exceptions. Compliance is forecast to improve as the capital investments are implemented as per the Long Term Plan investment profile, these extend over a number of years.	3. Partially achieved	Provide assurance to Board that the compliance projects are on track	Monthly update on treatment compliance is provided to the Wellington Water Board with dashboards, these dashboards provide commentry on compliance projects where appropriate. Further reporting of projects is provided to the Board via the Major Project Comittee. The Wellington Water Board visited the Porirua Wastewater Treatment Plant where we discussed activities underway and challenges faced by aging assets. This visit provided assurance to the Board that the projects were appropriately prioritised. The Board was informed that there has been increased resourcing for managing capital renewals delivery. They were also informed that the Contract Team have received additional resources, enabling greater focus on monitoring contract performance, which has resulted in 15 breach notices issued to Veolia in Q1 2025/26 and a financial penalty. These breaches and offsets were also reported to the Board. Capital renewals will improve the long-term reliable compliance of the plants. The breach process within the contract will drive appropriate behaviours and appropriate priotisation from Veolia to improve compliance performance. We are delivering a programme under the Long Term Plan.	3. Partially achieved

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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	The practice of creating large value annual Purchase Orders have stopped, effective 1 July 2025, with a new process implemented to maintain the previous control of full approval (by the person with appropriate delegation) prior to commitment. Automatic payment of invoices for Fulton Hogan and monthly claims from consultant panel was stopped during the 2024/25 year. An approval process has been implemented for Fulton Hogan claims requiring the operations team to sign-off that the work had been completed (a process that was enabled by the Alliance restructure). Consultancy Statements of Claim ceased from 1 July 2025, with purchased Orders now raised and approved for each project that consultants are involved in (i.e. the standard purchasing approach at Wellington Water). New delegations have been rolled out along with training on how they should be applied. Training focused on good financial practices management through clarifying individual responsibilities, strengthening controls and how these must be applied. External party access to financial system (TechOne) has been removed, with a check that all users have a Wellington Water email address. Access has also been limited to other systems, to the extent that is possible within current system constraints and working arrangements. Action not taken: The full removal of external party access to Wellington Water systems, other than the financial system. Why: System limitations mean that further restrictions would hinder external project managers from undertaking their duties. When will it be completed: To be confirmed.	4. Largely achieved	Financial system access resolved to enable implementation of delegations. Implement good practice financial management practices training.	External party access to Wellington Water’s financial system (TechOne) has been removed, with a check that all users have a Wellington Water email address. New delegations have been rolled out along with training on how they should be applied. Training focused on good financial practices management through clarifying individual responsibilities, strengthening controls and how these must be applied.	5. Achieved/ exceeded objective

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

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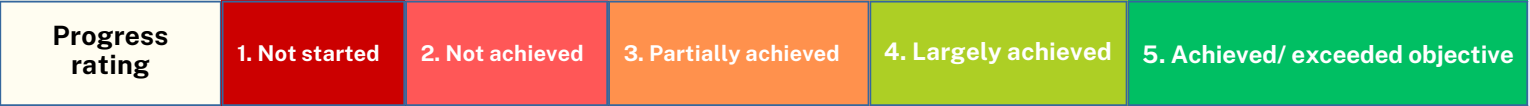
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Outcome 4.3: Strengthened financial controls that protect the integrity of financial transactions					
4.3b: Reduce the conflicts of interest in key roles associated with the consultant panel through building internal project management capacity and ensuring client project managers are independent from the panel	Leadership and structural foundations for a high-performing project management function have been established through the appointment of the Head of Project Management and the initiation of internal and external resource frameworks. Training needs assessment and Centre of Excellence development are in progress. Action not taken: Full implementation of the internal project management capability, including embedded practices, reporting, and consistency across projects. Why: The work requires staged implementation to ensure quality, consistency, and alignment with broader organisational change (e.g., procurement reform and capability uplift). Recruitment timelines and capacity constraints have also contributed to slower progress. When will it be completed: The objective is expected to reach full maturity and measurable performance improvement by the end of 2025/26, with interim milestones achieved in Q3 and Q4 of 2025/26.	4. Largely achieved	Recruit internal project managers and ensure project managers are sourced from outside of the panel	New Head of Project Management has been recruited. Recruitment is underway for internal project management resources. A contract is in place for external client project managers as required. Work is underway in building a Centre of Excellence for Project Management, and training needs have been identified to strengthen capability. Action not taken: Full establishment of the internal project management function. This is still in progress, with several positions yet to be appointed and training programmes still being implemented. Why: The recruitment process is ongoing to ensure the right capability mix and alignment with the Centre of Excellence structure. Time has also been required to identify appropriate training providers and prioritise capability needs across the team. When will it be completed: Recruitment is expected to be completed by Q3 2025/26, with training programmes launched and the Centre of Excellence operational ongoing.	4. Largely achieved

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Outcome 4.3: Strengthened financial controls that protect the integrity of financial transactions					
4.3c: Implement a comprehensive set of company wide delegations	Forecast progress to 30 June 2026 is currently on track to achieve or exceed objective.	5. Achieved/ exceeded objective	Delegations communicated to all delegation holders via formal letters of delegation	Implemented Delegations - Workshops completed for all staff who have (or may have) a delegation. All new delegation letters were provided to Delegates. Delegates have signed letters and returned them to Finance for filing and implementation. Formal handover of the scheduling of future Delegation workshop to People and Capabilities. The documents with the Delegations for both the Chief Executive (CE) and the organisation are accessible by the whole organisation on Q-Pulse. Delegations have been updated as required and version 3 was recently uploaded. Delegations for the Resource Management Act (RMA) have been drafted for approval. These will be published when approved by the CE but will not require letters to Delegates. Resource Management Act delegations are expected to be approved by the CE and published on Q-Pulse by the end of Q2 2025/26. People impacted by RMA delegations will be advised.	5. Achieved/ exceeded objective
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.	Corporate overhead allocations have been updated to standard 10% of project costs, and shows as a separate line within the finance system (budgets and actuals). The Capital Delivery team is reviewing their approach to contingency management. New actions to be allocated for contingency management, with a delivery timeframe to be confirmed during Q2 2025/26.	5. Achieved/ exceeded objective	No Q1 2025/26 actions	No Q1 2025/26 actions	5. Achieved/ exceeded objective