

Analysis and Categorisation of Recommendations

Group 1: Recommendations already implemented or can be implemented in short term or within existing resource incl those that talk to company culture.

Report Short Name	Section in Report	Recommendation	Action Plan Reference	Rationale
FieldForce 4	Implement improvements with the Alliance	Develop Standard Task Estimates, revise Alliance KPIs, and review planning and scheduling processes. Proposed actions to support the recommendation include: Revise the Alliance KPI's and align with the MSA where applicable.	X10.1, X23.1	
		Develop Standard Task Estimates, revise Alliance KPIs, and review planning and scheduling processes. Proposed actions to support the recommendation include:	X10.1, X23.1	
	Redefine AWP (Annual Work Programme) processes	Develop an unrestricted CAPEX and OPEX program, revise approval timelines, and consider standard task estimates for measuring work crew utilisation and productivity. Proposed actions to support the recommendation include: Revise the monthly AWP review process to include the appropriate technical personnel to present the program status and forecast cost to completion estimates etc.	X10.1	
		Develop an unrestricted CAPEX and OPEX program, revise approval timelines, and consider standard task estimates for measuring work crew utilisation and productivity. Proposed actions to support the recommendation include: The development of the unrestrained CAPEX and OPEX program. The aim is to shift the narrative and focus from a financial perspective to a network risk assessment and delivery focus.	COMPLETE	Completed in 2022 for NTU and 2024 for LTP advice
	Review existing systems, applications and data architecture	The objective being to continue developing asset data capture procedures, investigate system suitability for job planning and scheduling, and consider implementing a suitable CRM system. Proposed actions to support the recommendation include: Investigate and implement a suitable CRM system. This action will be dependent on the Reform decision.	X1.1	
		The objective being to continue developing asset data capture procedures, investigate system suitability for job planning and scheduling, and consider implementing a suitable CRM system. Proposed actions to support the recommendation include: Investigate the suitability of the existing systems to support job planning, scheduling and dispatch functional requirements.	X1.1	
	Revise Contract Documents	Reframe the MSA contract to include specific details such as reporting requirements, key performance measures, AWP (Annual Works Programme) delivery/risk, and budgets. Key Performance Indicators – Develop a suite of KPIs for the Alliance.	X23.1	
Fluoride	Recommended improvements	Improve the standard of asset management	X11.1	
		Maintain a relentless focus on effective fluoridation in both the short and long term	X6.18	
		Make sure the Board has the right collective experience and knowledge to govern effectively.	COMPLETE	Three new Directors started 10 May 2025.
		Provide greater clarity of roles, responsibilities, and processes for managing fluoridation issues within Wellington Water	X6.1, X28.1, X28.3, X28.4, X28.5	
		Review the capacity for internal auditing (Continue to strengthen the regulatory function)	X13.2, X13.3	
AECOM Value for Money	Capital works and valuation review	Futher Analysis: Apportionment of Preliminary and general (P&G)	X26.1, X20.1, X21.1	
		Futher Analysis: Project context (Capital works and valuation)	X26.1, X20.1, X21.1	
	Professional services review	Futher Analysis: Project context (Professional services)	X26.1, X20.1, X21.1	
Deloitte Value for Money	Lack of clarity in roles and responsibilities, including inherent conflicts of interests relating to key roles	Review and formalise the roles and responsibilities between PMs (Project Managers) and internal WWL delivery roles to ensure clear delineation between the roles which is consistently understood and applied across all projects.	X6.10, X30.2	
		Review the current model for contracting PMs (Project Managers) through the consultant panel and consider whether the conflict is appropriately managed or if an alternative model is required to represent the interest of WWL (for example, hiring in house PMs or PMs being from a separate panel consultant to the consultant working on the project).	X6.10, X30.2	
	Limitations and risks to the structure and design of the panel agreements	Relating to the contractor and consultant panels: Review and formalise performance management procedures relating to panel participants, including escalation procedures, expected key controls, and contractual levers for managing WWL risk.	X26.1, X20.1	
		Relating to the contractor and consultant panels: Review the work allocation process and consider updating to enable work to be allocated based on criteria including price, ability to deliver, approach, and past performance.	X27.2, X26.1, X20.1	
		Relating to the panels and the Alliance agreement. Review current processes, practices, and reporting to determine whether there is the required structure to maintain competitive tension as well as working relationships with panel participants. Consider whether: i.financial information provided including the level of detail provided.	X10.1, X23.1, X26.1, X20.1	
		Relating to the panels and the Alliance agreement. Review current processes, practices, and reporting to determine whether there is the required structure to maintain competitive tension as well as working relationships with panel participants. Consider whether: ii.there is appropriate baseline information such as agreed rates, cost benchmarking and market testing to gain confidence over the pricing being put forward.	X27.1, X27.2, X10.1, X23.1, X26.1, X20.1, X21.1, X22.1	

Analysis and Categorisation of Recommendations

Group 1: Recommendations already implemented or can be implemented in short term or within existing resource incl those that talk to company culture.

Report Short Name	Section in Report	Recommendation	Action Plan Reference	Rationale
Deloitte Value for Money	Limitations and risks to the structure and design of the panel agreements	<p>Relating to the panels and the Alliance agreement.</p> <p>Review current processes, practices, and reporting to determine whether there is the required structure to maintain competitive tension as well as working relationships with panel participants.</p> <p>Consider whether:</p> <p>iii.contractual terms and conditions regarding professional indemnity, retentions, and defects periods are appropriate.</p>	X10.1, X26.1	
		<p>Relating to the panels and the Alliance agreement.</p> <p>Review current processes, practices, and reporting to determine whether there is the required structure to maintain competitive tension as well as working relationships with panel participants.</p> <p>Consider whether:</p> <p>iv.value for money is clearly defined, understood, monitored, and scrutinised.</p>	X27.1, X27.2, X10.1, X23.1, X26.1, X20.1, X21.1, X22.1, X13.3	
	Management and oversight of panels	<p>Assess the management arrangements (of panels) and revise where appropriate to reflect WWL and its current priorities. Including whether:</p> <p>'Monitoring, reporting key performance indicators ('KPIs'), work allocation practices, incentives and disincentives are appropriate, understood, aligned to WWL needs, and activated when needed to promote value and quality.</p>	X26.1, X20.1, X6.10, X27.2, X27.3	
		<p>Assess the management arrangements (of panels) and revise where appropriate to reflect WWL and its current priorities. Including whether:</p> <p>Roles and responsibilities of WWL management, panel management and leadership, and panel participants are appropriate.</p>	X26.1, X20.1, X6.10, X30.2	
		<p>Assess the management arrangements (of panels) and revise where appropriate to reflect WWL and its current priorities. Including whether:</p> <p>'Terms of references, agreements, and contracts appropriately reflect WWLs expectations.</p>	X26.1, X20.1	
		<p>Assess the management arrangements (of panels) and revise where appropriate to reflect WWL and its current priorities. Including whether:</p> <p>'There is a formal and robust assurance framework, including both internal and external independent views, to provide confidence over financial processes, key controls, performance evaluation, and management oversight.</p>	X13.2, X13.3, X31.1, X6.14, X27.1, X20.1	
		<p>Assess the management arrangements (of panels) and revise where appropriate to reflect WWL and its current priorities. Including whether:</p> <p>'There is appropriate tension and focus on value built into the design, operation, and oversight of panels.</p>	X26.1, X20.1, X27.1, X27.2, X21.1, X6.10	
		<p>Assess the management arrangements (of panels) and revise where appropriate to reflect WWL and its current priorities. Including whether:</p> <p>'WWL should identify all of the contractual updates required to the panel and Alliance agreements, and develop a plan (including the process and a realistic timeframe) to raise and agree appropriate contractual changes with the counterparties.</p>	X26.1, X20.1	
		<p>Assess the management arrangements (of panels) and revise where appropriate to reflect WWL and its current priorities. Including whether: 'The extent to which the design, terms, objectives, and priorities of the panels when they were established are still appropriate in today's environment.</p>	X26.1, X20.1, X27.1, X27.2, X21.1	
		<p>Specific initiatives around promoting and increasing the understanding, awareness, and development of a healthy "Speak Up" culture, including:</p> <p>Providing employees with regular Fraud and Corruption training to educate employees on specific fraud and corruption risks as they relate to WWL, common red flags to look out for, factors that may allow fraud to occur and how employees can escalate and report any concerns.</p>	X29.1, X28.1, X28.3, X28.4, X28.5	
		<p>Specific initiatives around promoting and increasing the understanding, awareness, and development of a healthy "Speak Up" culture, including:</p> <p>Providing appropriate training and support around WWL's specific procurement practices and procedures and the importance of these.</p>	X27.2, X27.3	
		<p>Specific initiatives around promoting and increasing the understanding, awareness, and development of a healthy "Speak Up" culture, including:</p> <p>Review, refresh and regular communication of WWL's 'Speak Up' Policy.</p>	X28.1, X28.3, X28.4, X28.5	
	Possible next steps for WWL to consider	<p>Analysis of financial delegations and approvals within TechOne to test for approval inconsistencies or errors.</p>	X6.14, X31.1, X13.3	
		<p>Analysis of overheads relating to the Alliance and subcontractors engaged to understand the extent of cost that is being on charged to WWL.</p>	X10.1, X26.1	
		<p>Deep dive/detective analytics and/or an investigation may be conducted to understand key risk areas as they may relate to waste, abuse, and fraud. This could include investigating the extent to which amounts paid to third party suppliers who are part of the panel agreements and Alliance are accurate and appropriate.</p>	X10.1, X30.2, X29.1, X6.14, X31.1, X13.2, X13.3	
		<p>Financial reconciliation of claims to date, invoice amount, TechOne records, and contracts for all consultant and Alliance spend to establish a baseline and identify variances.</p>	X10.1, X26.1, X6.10, X30.2, X6.14, X31.1, X13.3	
		<p>Independent benchmarking and analysis of cost against market and other regions.</p>	X22.1, X19.1	
		<p>Investigation into cost escalation claims identified by WWL staff</p>	X10.1, X6.14, X31.1	
	Recommendations	<p>Consideration of the extent to which the current operating model is still fit for purpose.</p>	X6.1, X10.1, X26.1	

Analysis and Categorisation of Recommendations

Group 1: Recommendations already implemented or can be implemented in short term or within existing resource incl those that talk to company culture.

Report Short Name	Section in Report	Recommendation	Action Plan Reference	Rationale
Deloitte Value for Money	Weak financial management processes and controls relating to panel and Alliance agreements	Review and update key financial controls through the claims process to address weaknesses and risks in current practices. Includes relating to: Confirming with consultant and Alliance partners the key assurance activities being conducted on the claims to gain confidence in the accuracy of data provided.	X10.1, X26.1, X6.10, X30.2, X6.14, X31.1, X13.3	
		Review and update key financial controls through the claims process to address weaknesses and risks in current practices. Includes relating to: Financial delegations and how they are administered within TechOne.	X31.1, X6.14	
		Review and update key financial controls through the claims process to address weaknesses and risks in current practices. Includes relating to: Formalising and documenting procedures and reducing manual inputs and controls.	X10.1, X26.1, X6.10, X6.14, X31.1	
		Review and update key financial controls through the claims process to address weaknesses and risks in current practices. Includes relating to: Formalising and uplifting contract management practices and oversight.	X27.1, X27.2, X27.3, X10.1, X26.1, X6.10, X6.14, X31.1, X13.2, X13.3	
		Review and update key financial controls through the claims process to address weaknesses and risks in current practices. Includes relating to: Preventing payments being made without approval from the relevant WWL staff.	X6.14, X30.2	
		Review and update key financial controls through the claims process to address weaknesses and risks in current practices. Includes relating to: Setting expectations on application of overheads by subcontractors.	X10.1, X26.1	
		Review and update key financial controls through the claims process to address weaknesses and risks in current practices. Includes relating to: The use and monitoring of bulk POs for Alliance and consultant panel claims.	X6.14	
RLB Value for Money	Capital works and valuation review	Futher Analysis: Increase peer council valuation data.	X21.1, X22.1	
	Contract and Commercial review	Review of contract and commercial mechanisms – are these driving cost?	X10.1, X26.1	
	Job costs	Can Wellington Water isolate job costs for QS to review? Particularly the capex which appear high.	X10.1, X26.1, X21.1	
	Supplier cost drivers	Discussion with Suppliers as to what is driving cost	X10.1, X26.1, X21.1	
	Supplier overheads	Review of Supplier overheads – how applied and if in line with the Contract?	X10.1, X26.1	
	WWL Processes	Review Wellington Water processes – are these driving cost: e.g. inefficiencies?	X10.1, X26.1, X21.1	
Cost Estimation Error Review	Rebuild trust and confidence of shareholding councils in Wellington Water	Review the capital projects against the triennium to ensure appropriate costs are recorded, enabling fact-based discussions to occur with councils as their capex programmes are actioned (1.1)	X1.1, X32.1, X34.1	
		Establish controls to ensure accuracy and transparency of the allocation of corporate costs in a timely manner (1.2)	X34.1.1, X34.1, X34.3,	
		Be front and centre in budgeting process, overseeing all financial processes (including capital investments) – and ensuring strategic focus, providing high-quality advice and appropriate controls (1.3)	X1.1, X33.2, X9.2	
		Work with Council CFO's to: improve the quality, reliability, and timeliness of monthly reporting data to Councils, especially forecast capex and opex spend (1.4.1)	X1.1, X33.1, X33.2	
		Work with Council CFO's to ensure councils are aware of the cost estimates levels that are applied to projects and programmes and how they are determined, thereby improving the accuracy and confidence in the projected forecast investments. (1.4.2)	X1.1, X9.2	
	Rebuild the trust and confidence of middle management and staff in Wellington Water's senior management	Work with Council CFO's to determine a more transparent process for how the corporate cost for the capital programme is managed, including showing the corporate cost as a separate line item for councils and eliminating the need for each individual capital project to estimate and account for those costs. (1.4.4)	X34.3	
		Strengthen the sign-off process and include common checklists for projects across Wellington Water, to ensure the corporate cost element is correctly included. (1.6)	X34.2	
		Ensure that the Senior Leadership Team and Tier 3 managers have a better understanding of the process and the importance of all aspects of planning. (2.2)	X6.1	
		Inculcate the values of the organisation into all work areas and behaviours and acknowledge employees' values-based actions. (2.3)	X6.1	
		Return to a "no blame" culture by changing behaviour to better align with Wellington Water's values. (2.4)	X6.1	
		Consider working with staff (beginning with senior leadership) to fully define expectations around individual behaviours and actions that support Wellington Water's values and include the outcome of this work in the Code of Conduct. (2.5)	X28.2	
		Reverse the tendency in the business to manage first rather than share first (with external stakeholders) – that is, make the default to signal issues early. (2.6)	X28.3 & X28.4	
		Build a mutually supportive culture based on listening and responding. (2.7)	X7.2	
		Increase the organisation's focus on outcomes. (2.8)	X6.1, X5.1, X5.2, X5.3	
	Restructure the organisation so that accountabilities are clear and capabilities can be enhanced in the lead-up to the new entity	Introduce an orthodox structure that has clear role accountabilities and responsibilities for role holders – for example, group like functions with like.(3.1)	X6.1, X6.3, X6.4	

Analysis and Categorisation of Recommendations

Group 1: Recommendations already implemented or can be implemented in short term or within existing resource incl those that talk to company culture.

Report Short Name	Section in Report	Recommendation	Action Plan Reference	Rationale
Cost Estimation	Restructure the organisation so that	Strengthen the strategic finance function. (3.2)	X6.1, X6.3, X6.4	
		Introduce more finance/business partner capacity to help run the whole business. (3.3)	X6.1, X6.3, X6.4, X31.1	
		Consider establishing a Chief Operating Officer-type role dedicated to achieving rapid business as usual (BAU) business and process improvements both for short-term quality control and in readiness for the transition to a new water entity. (3.4)	X6.1, X6.3, X6.4	
		Consider where IT and HR functions are best located given the organisation's size. (3.5)	X6.1, X6.3, X6.4	
		Consider establishing a separate team that focusses solely on the move to a new entity to keep BAU separate, and to ensure focus remains on delivery with no slippage in delivering the opex and capex programmes for councils.(4.1)	X6.1, X6.3, X6.4	
	Review Wellington Water Annual Plan processes to deliver capital programmes for Councils	Map key processes immediately, particularly around the use of spreadsheets and data transfer. (5.2)	X1.1, X13.4	
		Ensure that ownership and accountability of key processes are understood and reflected in position descriptions. (5.4)	X6.1, X12.1	
		Reduce reliance on financial and other stand-alone spreadsheets and explore new cost-effective collaboration and productivity tools (this need not wait for the new entity and the new processes and systems it may adopt).(5.5)	X1.1	
		Require transparency in external and internal reporting as a default, unless there is a good reason not to. (5.6)	X16.1	
		Consider how to further optimise the relationship with Watercare and its new model, for future synergy. (5.7)	X6.1, X4.1	
	Strengthen Governance Oversight	Once the review of major projects confirms corporate cost is accurately recorded, ensure that collectively the overall Wellington Water corporate cost will be recovered (see above). (5.8)	X34.1	
		Increase the focus on oversight of any recommendations implemented from this Report, using an internal audit function to report to the Board on progress and issues. (6.1)	X14.1, X13.1,	
		Ensure that shareholding councils have high-quality information and that there is improvement in the relationship between each council and Wellington Water. (6.2)	X6.1, X31.1,	
		Ensure that internal governance groups (more aptly described as "management committees") are established to oversee the Long Term Plan (LTP) and that annual planning continues to be accountable until the project has been completed and formally signed off. (6.3)	X9.2	
		Accorded the mana necessary for it to identify and call out risks as they emerge. (6.4.3)	X13.1	
PwC Non-financial and related parties	Recommendation 1 - Consider refinements to the Alliance partnership operating model	Ensure that the capacity of the assurance functions is the right size for the risk profile of the organisation. (6.5)	X6.1, X6.3, X6.4	
		Review the quality and content of information provided to the Risk and Audit function and determine if there are any gaps to be addressed. (6.6)	X13.1	
		Realignment of reporting and invoicing timeframes between the Alliance and Councils	X31.1, X6.14	
		Implement controls to ensure that asset numbers are captured within Maximo accurately	COMPLETE	As part of Maximo changes.
		Maximo functionality should be updated to allow changes priority rating by site managers.	COMPLETE	As part of Maximo changes 2022/23.
	Recommendation 2 - Data quality and capability uplift	Strengthen key controls in relation to the automated data warehouse report (including roles and responsibilities)	COMPLETE	Completed as part of system notes for data warehouse.
		Update system notes and clearly document understanding of key processes and calculation methodologies.	COMPLETE	Completed in 2021/22 as part of audit requirements.
		Implement a process to review the Statement of Claim each month, prior to payment.	X10.1, X6.14, X31.1	
		Strengthen existing processes to ensure that all 3rd party claims are completely and accurately identified and tracked	X6.14, X31.1	
		The QA survey control can be improved to ensure exceptions identified are remedied.	X10.1, X23.1	
	Recommendation 3 - Strengthen quality and financial management practices	Investigate alternative methods for completion of QA surveys. (e.g. outsourcing or automation)	X23.1	
		Implement a process to review crew member performance and service quality.	X23.1	
		Strengthen existing financial management practices to ensure that costs and progress of work is actively tracked and monitored.	X10.1, X6.14, X31.1	
		Data Analytics is established to provide insight into financial and operational performance.	X10.1, X23.1, X31.1, X13.2	
	Recommendation 4 - Strengthen quality and financial management practices (Alliance)			

Analysis and Categorisation of Recommendations

Group 2: Best addressed following Local Water Done Well consultation outcomes

Report Short Name	Section in Report	Theme	Recommendation	Rationale
FieldForce 4	Improve Contract Management Capability and Processes	Management Services Agreement	Clarify roles, responsibilities, and reporting requirements to enhance service delivery, commercial outcomes, contract performance, and issue resolution. Redefine roles and responsibilities of key functional support functions.	Requires revision of MSA
			Clarify roles, responsibilities, and reporting requirements to enhance service delivery, commercial outcomes, contract performance, and issue resolution. Re-establish the contract relationship through the development of a contract charter.	Change to the operating model
			Clarify roles, responsibilities, and reporting requirements to enhance service delivery, commercial outcomes, contract performance, and issue resolution. Revise/develop and agreed the contract reporting requirements.	Requires revision of MSA
		Management Services Agreement	Clarify roles, responsibilities, and reporting requirements to enhance service delivery, commercial outcomes, contract performance, and issue resolution. Revise/re-establish the monthly contract management performance meetings to include the appropriate operational representatives as required.	Requires revision of MSA
	Review End to End Works Delivery	End to End Works delivery model and processes - First Point of Contact with customer to job complete	Explore options for relocating the first point of contact, consolidate planning/scheduling and dispatch functions, and identify process gaps for potential delivery improvements. Proposed actions to support the recommendation include: Consider the relocation of the first point of contact (call centre function) from WCC to WWL including the Call Centre setup and supporting processes – this will eliminate double handling, reduce cost and support the field operations to meet key required performance targets.	Change to the operating model
	Revise Contract Documents	Management Services Agreement	Reframe the MSA contract to include specific details such as reporting requirements, key performance measures, AWP (Annual Works Programme) delivery/risk, and budgets. Key Performance Indicators – Develop a suite of KPIs for the MSA.	Requires revision of MSA
			Reframe the MSA contract to include specific details such as reporting requirements, key performance measures, AWP (Annual Works Programme) delivery/risk, and budgets. Performance Incentive – Performance incentive mechanism. To be agreed between parties to reward attainment of the agreed KRAs and KPIs.	Requires revision of MSA
Cost Estimation Error Review	Rebuild trust and confidence of shareholding councils in Wellington Water		Review the 2022 Service Level Agreement with Councils – section 11 of the three-Year Plan – to ensure that it is still current, especially the delivery date for the three-Year plan to councils. (1.4.5)	Requires revision of MSA

Analysis and Categorisation of Recommendations

Group 3: Right thing to do, are more likely addressed in the long term

Report Short Name	Section in Report	Theme	Recommendation	Rationale
FieldForce 4	Conduct a review of the effectiveness of Asset Management function and further develop the technical capability	Effectiveness of Asset Management function and technical capability	Ensure all inputs, including augmentation, customer-initiated, and reactive works, are considered for the AWP and stabilize the physical delivery program. Consider the development of internal resources re reliability centered maintenance analysis techniques etc Note: It is recognised that a significant amount of effort and progress has been made since the inception of the MSA. What was not evident, was how effective the technical capability or how the principles of an effective asset management approach were actually being applied.	This doesn't reflect the current situation of the state of the network and resourcing
			Ensure all inputs, including augmentation, customer-initiated, and reactive works, are considered for the AWP and stabilize the physical delivery program. Review the current processes, cost justifications and timing required to support the development of the AWP Note: It is recognised that a significant amount of effort and progress has been made since the inception of the MSA. What was not evident, was how effective the technical capability or how the principles of an effective asset management approach were actually being applied.	Requires additional resources and system improvements
	Implement improvements with the Alliance	Alliance contract and performance	Develop Standard Task Estimates, revise Alliance KPIs, and review planning and scheduling processes. Proposed actions to support the recommendation include: Conduct a detailed planning and scheduling process review with the potential to implement a centralised Planning/Scheduling and Dispatch functions.	Requires additional resources and system improvements
	Redefine AWP (Annual Work Programme) processes	Annual Work Programme Processes	Develop an unrestricted CAPEX and OPEX program, revise approval timelines, and consider standard task estimates for measuring work crew utilisation and productivity. Proposed actions to support the recommendation include: Consider the use of Standard Task Estimates (as currently in use with the sub-contractors). The purpose is to establish a performance base line on which to measure work crew scheduled utilisation and productivity.	Significant change to contractual arrangement
			Develop an unrestricted CAPEX and OPEX program, revise approval timelines, and consider standard task estimates for measuring work crew utilisation and productivity. Proposed actions to support the recommendation include: Revise the current approval timeline to ensure the operational areas have adequate time to plan and resource the agreed AWP.	Timelines are set by councils
	Review End to End Works Delivery	End to End Works delivery model and processes - First Point of Contact with customer to job complete	Explore options for relocating the first point of contact, consolidate planning/scheduling and dispatch functions, and identify process gaps for potential delivery improvements. Proposed actions to support the recommendation include: Consolidate the planning/scheduling and dispatch functions – To assist in the allocation, management and monitoring of the works preparation and delivery functions.	Requires additional resources and system improvements
			Explore options for relocating the first point of contact, consolidate planning/scheduling and dispatch functions, and identify process gaps for potential delivery improvements. Proposed actions to support the recommendation include: Review the current works delivery processes to identify potential gaps within the existing business processes and further identify delivery improvements that may exist.	Requires additional resources and system improvements
	Review existing systems, applications and data architecture	Systems, applications and data	The objective being to continue developing asset data capture procedures, investigate system suitability for job planning and scheduling, and consider implementing a suitable CRM system. Proposed actions to support the recommendation include: Continue to develop the Asset Data capture procedures and supporting applications (Asset Management, field mobility), recognising there has been a significant focus in the area.	Requires additional resources and system improvements
AECOM Value for Money	O&M Alliance review	Operations and Maintenance Alliance review	Data integrity and analysis: Cost of rework analysis. Further analysis is required on this metric. We believe the first step in this would be to review and potentially strengthen data capture processes to enable this.	Requires additional resources and system improvements
			Data integrity and analysis: Coding of faults - Requests for service, coded to address, and response to these requests for service, including standardised fault cause and costs assigned to individual assets, could be improved to enable better analysis of faults and costs of response and rework.	Requires additional resources and system improvements
			Data integrity and reporting: Improvements to Taumata Arowai reporting. There are currently a range of measure interpretations and data confidence is not high when undertaking benchmark or comparative analysis.	Requires additional resources and system improvements
Cost Estimation Error Review	Rebuild trust and confidence of shareholding councils in Wellington Water		Work with Council CFO's to create a comprehensive and streamlined annual planning processes. (1.4.3)	Requires additional resources and system improvements
			The Board of Wellington Water works with the shareholders to determine if one standard set of monthly financial reports for all councils (both opex and capex) could be agreed, in order to minimise complexity within Wellington Water reporting. (1.5)	Change to the operating model

Analysis and Categorisation of Recommendations

Group 3: Right thing to do, are more likely addressed in the long term

Report Short Name	Section in Report	Theme	Recommendation	Rationale
Cost Estimation Error Review	Rebuild the trust and confidence of middle management and staff in Wellington Water's senior management		Ensure Wellington Water's budget planning cycle starts at the same time as, or before, any Annual Plan/LTP planning for Councils. (2.1)	Requires additional resources and system improvements
	Review Wellington Water Annual Plan processes to deliver capital programmes for Councils		Streamline and clarify integrated planning and finance processes and ensure they are universally understood across the business; prioritise key risk areas and use best-practice guidance to create clear standards, ensuring guidance or policies around their use are in place. (5.1)	Requires additional resources and system improvements
			Create and update standard procedures for quality control, including Wellington Water-wide templates, checklists, gateways, audit requirements, authorisation, and communication. (5.3)	Requires additional resources and system improvements
	Strengthen Governance Oversight		Review the risk management system so that it is: Fit for purpose (best practice is unlikely to be achievable in the period leading to the establishment of the new entity but, in order for this function to have any impact, it needs to be refocused on key risks). (6.4.1)	Requires additional resources and system improvements
			Review the risk management system so that it is integrated into strategic and operational management. (6.4.2)	Requires additional resources and system improvements