



KOMITI NGĀ WAI HANGARUA WELLINGTON WATER COMMITTEE

17 June 2025

Order Paper for the meeting to be held via Zoom
on:

Wednesday 25 June 2025 commencing at 10:00 am

The meeting will be livestreamed on Council's You Tube page.

Membership

Mayor A Baker	Porirua City Council
Mayor C Barry (Chair)	Hutt City Council
Deputy Mayor M Sadler-Futter	South Wairarapa District Council
Cr R Connelly (Deputy Chair)	Greater Wellington Regional Council
Mayor W Guppy	Upper Hutt City Council
H Modlik	Te Rūnanga O Toa Rangatira
K Puketapu-Dentice	Taranaki Whānui ki Te Upoko o Te Ika
A Rutene	Ngāti Kahungunu ki Wairarapa Tamaki Nui a Rua
	Treaty Settlement Trust
Mayor T Whanau	Wellington City Council
Cr T Brown	Wellington City Council (Alternate)
R Faulkner	Te Rūnanga O Toa Rangatira (Alternate)
Cr C Kirk-Burnnand	Greater Wellington Regional Council (Alternate)
Cr R Leggett	Porirua City Council (Alternate)
Cr A Ellims	South Wairarapa District Council (Alternate)
Deputy Mayor H Swales	Upper Hutt City Council (Alternate)
K Tamanui	Taranaki Whānui ki Te Upoko o Te Ika (Alternate)
Cr G Tupou	Hutt City Council (Alternate)

For the dates and times of Council Meetings please visit www.huttcity.govt.nz

Wellington Water Committee

Terms of Reference

Purpose

The Wellington Water Committee ("the Committee") is established to:

- Provide governance and leadership across issues which are related to the planning, delivery and management of water services to communities serviced by Wellington Water Limited;
- Provide governance oversight of Wellington Water Limited, including by exhibiting good governance practice;
- Provide a forum for the representatives of Wellington Water Limited's shareholders and mana whenua to meet, discuss and co-ordinate on relevant issues and, through their representatives, to exercise their powers; and
- Strive for consistency across all client councils so all customers receive a similar level of service.

Status

The Committee is, for the purposes of the Local Government Act 2002, a joint committee of the Lower Hutt City Council, Porirua City Council, Upper Hutt City Council, Wellington City Council, South Wairarapa District Council and the Wellington Regional Council.

Specific responsibilities

The Committee's responsibilities are:

Governance oversight responsibilities

Shareholder and mana whenua governance oversight of Wellington Water Limited and of the network infrastructure for the delivery of bulk water, water reticulation, wastewater and stormwater services in the geographical areas of Wellington Water Limited's operations, including by:

- Receiving and considering the half-yearly and annual reports of Wellington Water Limited;
- Receiving and considering such other information from Wellington Water Limited as the Committee may request on behalf of the parties to the Shareholders and Partnership Agreement and/or receive from time to time;
- Undertaking performance and other monitoring of Wellington Water Limited;
- Considering and providing recommendations to the parties to the Shareholders and Partnership Agreement on proposals from Wellington Water Limited;
- Providing co-ordinated feedback, and recommendations as needed, on any matters requested by Wellington Water Limited or any of the parties to the Shareholders and Partnership Agreement;
- Providing recommendations to the parties to the Shareholders and Partnership Agreement regarding regional studies which the Shareholders need to be cognisant of;
- Providing recommendations to the parties to the Shareholders and Partnership Agreement regarding water conservation;
- Agreeing the annual Letter of Expectation to Wellington Water Limited;

- Receiving, considering and providing agreed feedback and recommendations to Wellington Water Limited on its draft statement of intent;
- Receiving, considering and providing recommendations to the parties to the Shareholders and Partnership Agreement regarding Wellington Water Limited's final statement of intent.
- Agreeing when Shareholder meetings, or resolutions in lieu of Shareholder meetings, are required, without prejudice to Shareholder and Board rights to call meetings under Wellington Water Limited's constitution and;
- Seeking and interviewing candidates for Wellington Water Limited's Board as needed and recommending to the holders of Class A Shares appointments and/or removals of directors of Wellington Water Limited;
- Recommending the remuneration of directors of Wellington Water Limited;
- Monitoring the performance of the Board of Wellington Water Limited; and
- Providing recommendations to the parties to the Shareholders and Partnership Agreement regarding changes to these terms of reference, the Shareholders and Partnership Agreement and the constitution of Wellington Water Limited.

Membership

The membership of the Committee will be as specified in the Shareholders and Partnership Agreement. With the exception of the Committee Members nominated by the Mana Whenua Partners Entities, each appointee must be an elected member of the appointing Shareholder.

Chairperson

The Chairperson and Deputy Chairperson will be elected by the Committee once all Committee members have been appointed.

Quorum

Subject to the below for Committee meetings to appoint directors of Wellington Water Limited, for a meeting of the Committee to have a quorum, a majority of Committee Members, or their appointed Alternates, must be present, and the number making up the majority must include at least an equal number of Shareholder appointed Committee Members as MWPE nominated Committee Members.

Where the Committee is providing a forum for the Shareholders to meet and exercise their powers in relation to Wellington Water Limited, the requirements of Wellington Water Limited's constitution will prevail.

Clause 11.3 of the company's constitution provides that Directors shall be appointed and removed by the unanimous resolution of the Shareholders holding Class A Shares. For this matter the quorum for the Committee meeting is therefore attendance by all Committee Members (or their Alternates) for the holders of the Class A Shares.

Alternates

Each Committee Member appointed to the Committee must have an Alternate.

Other Shareholder attendee

Each Shareholder-appointed elected member Committee member will be entitled to invite an officer attendee to Committee meetings, provided however that the additional attendee will not have any voting rights on the Committee.

Decision-making

The Committee will strive to make all decisions by consensus.

In the event that a consensus on a particular matter before the Committee is not able to be reached, each Committee Member has a deliberative vote. In the situation where there is an equality of votes cast on a matter, the Chairperson does not have a casting vote and therefore the matter subject to the vote is defeated and the status quo is preserved.

Other than for those matters for which the Committee has effective decision-making capacity through these Terms of Reference, each Shareholder retains its powers to make its own decisions on matters referred to it by the Committee and on matters specified in Part 1 of Schedule 2 to the Shareholders and Partnership Agreement (for clarity, this means that only Shareholders have voting rights in relation to the matters specified in Part 1 of Schedule 2).

Secretariat services

Unless otherwise agreed from time to time by all of the elected member Committee Members, the Council for which the Chairperson is an elected member will provide secretariat services to the Committee. The Chairperson will be responsible for managing the agenda at Committee meetings.

Standing Orders

The Standing Orders of the Council providing secretariat services to the Committee will apply to Committee meetings, subject to the provisions for meeting quorum and decision making as set out in these terms of reference taking precedence.

Remuneration

Each Shareholder will be responsible for remunerating the elected member Committee Member appointed by it to the Committee, and their Alternate, for any costs associated with those persons' membership on the Committee.

The Shareholders will also be responsible for remunerating (in equal shares) the Committee Members nominated by Mana Whenua Partner Entities, and their Alternates, and appointed to the Committee by the Shareholders, for any costs associated with those persons' membership on the Committee.

Administration

Reports to be considered by the Committee may be submitted by any of the Shareholders, any of the Mana Whenua Partner Entities, or Wellington Water Limited.

Duration of the Committee

In accordance with clause 30(7) of Schedule 7 to the Local Government Act 2002, the Committee is not deemed to be discharged following each triennial election.

Appendix

Common delegations by Shareholders

Governance oversight responsibilities

- ☐ Each Shareholder will delegate to the Committee the responsibilities and powers necessary to participate in and carry out the Committee's governance oversight responsibilities.

Shareholders' responsibilities

- ☐ Each Shareholder will delegate to its appointed elected member Committee Member and, in accordance with these terms of reference, that person's Alternate, all responsibilities and powers in relation to the agreement of:
 - when Shareholder meetings, or resolutions in lieu of Shareholder meetings, are required (without prejudice to Shareholder and Board rights to call meetings under Wellington Water Limited's constitution); and
 - the appointment, removal and remuneration of Wellington Water Limited's directors.

HUTT CITY COUNCIL

KOMITI NGĀ WAI HANGARUA | WELLINGTON WATER COMMITTEE

Meeting to be held via Zoom on
Wednesday 25 June 2025 commencing at 10:00 am

ORDER PAPER

PUBLIC BUSINESS

1. OPENING FORMALITIES - KARAKIA TIMATANGA

Whakataka te hau ki te uru	<i>Cease the winds from the west</i>
Whakataka te hau ki te tonga	<i>Cease the winds from the south</i>
Kia mākinakina ki uta	<i>Let the breeze blow over the land</i>
Kia mātaratara ki tai	<i>Let the breeze blow over the ocean</i>
E hī ake ana te atakura	<i>Let the red-tipped dawn come with a sharpened air.</i>
He tio, he huka, he hau hū	<i>A touch of frost, a promise of a glorious day.</i>
Tihei mauri ora.	

2. APOLOGIES

Apologies from Mayor Barry and H Modlik have been received.

3. PUBLIC COMMENT

Generally up to 30 minutes is set aside for public comment (three minutes per speaker on items appearing on the agenda). Speakers may be asked questions on the matters they raise.

4. CONFLICT OF INTEREST DECLARATIONS

Members are reminded of the need to be vigilant to stand aside from decision making when a conflict arises between their role as a member and any private or other external interest they might have.

5. CULTURE AND VALUE FOR MONEY IMPROVEMENT PLAN - JUNE 2025 PROGRESS UPDATE

Report No. WWC2025/3/82 by Wellington Water Limited

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6. QUESTIONS

With reference to section 32 of Standing Orders, before putting a question a member shall endeavour to obtain the information. Questions shall be concise and in writing and handed to the Chair prior to the commencement of the meeting.

7. CLOSING FORMALITIES - KARAKIA WHAKAMUTUNGA

Unuhia!	<i>Release us from the supreme sacredness</i>
Unuhia!	<i>of our tasks</i>
Unuhia i te uru-tapu-nui	<i>To be clear and free</i>
Kia wātea, kia māmā	<i>in heart, body and soul in our</i>
Te ngākau, te tinana, te wairua i	<i>continuing journey</i>
te ara takatū	<i>Oh Rongo, raise these words up high</i>
Koia rā e Rongo whakairihia ake	<i>so that we be cleansed and be free,</i>
ki runga	<i>Yes indeed, we are free!</i>
Kia wātea, kia wātea!	<i>Good and peaceful</i>
Ae rā, kua wātea!	
Hau, pai mārire.	

Kate Glanville
SENIOR DEMOCRACY ADVISOR



Komiti Ngā Wai Hanganua Wellington Water Committee

12 June 2025

Report no: WWC2025/3/82

Culture and Value for Money Improvement Plan - June 2025 progress update

Recommendation

It is recommended that the Wellington Water Committee receives the progress report on the implementation of the Improvement Plan.

Appendices

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Author: External Author (Wellington Water Ltd)



Komiti Ngā Wai Hanganua Wellington Water Committee

25 June 2025

Culture and Value for Money Improvement Plan: June Progress Update

Purpose of Report

1. The purpose of this paper is to provide the first progress update on the implementation of Wellington Water Ltd.'s Culture and Value for Money Improvement Plan (the Improvement Plan) to the Wellington Water Committee.

Recommendations

It is recommended that the Wellington Water Committee receives the progress report on the implementation of the Improvement Plan.

Background

2. The Culture and Value for Money Improvement Plan (Improvement Plan) was considered by the Water Committee at its meeting on 30 May 2025.
3. Attached as an appendix is the first progress report for the Improvement Plan, reflecting progress on the Plan to 17 June 2025.

Alignment with Strategic Priorities

4. The Improvement Plan aligns with the strategic outcomes set by Wellington Waters's Board. These are:
 - a. Wellington Water is a strong and capable organisation, ready to fold into a new asset-owning entity
 - b. Water services are affordable and provide value
 - c. Communities receive reliable three waters services
 - d. Services delivered by Wellington Water are compliant
5. The Improvement Plan supports these strategic priorities by strengthening core business disciplines, improving organisational transparency, and embedding a culture of continuous improvement and moving from learned helplessness to learned agency. It positions Wellington Water to deliver better outcomes for communities and enables a clearer line of sight between operational improvements and shareholder value.

Improvement Plan Progress

6. The Improvement Plan uses Wellington Waters's strategy outcomes as the organising frame and has 26 specific improvement objectives with quarterly actions to deliver on each objective out to 30 June 2026. The attached report outlines progress against the current quarterly action (as opposed to the wider objective) to allow for clearer identification of short-term progress.

7. Key highlights for the period ending 17 June 2025 are:

A strong and capable organisation

- Information Management Request for Proposal released to market ahead of schedule
- Finance team restructured and Head of Transformation appointed

Value for money

- All projects and contracts subject to competitive tension, supported by a strengthened procurement team
- Alliance performance framework implemented with pain/gain sharing and value focused performance metrics
- Changes made to contractor Code of Conduct to reinforce commercial realities and value for money

Reliable services

- Asset management framework developed and Wellington Water cost allocation methodology agreed for future investments
- Internal Communications and Engagement Strategy adopted and confidential mechanism for suggesting organisational improvements implemented
- Group purpose statements confirmed, and a set of company-wide delegations approved
- Process and control framework drafted, and changes made to internal audit work programme

Compliant services

- Investigation into options for Phase 2 fluoridation dosing systems completed
- All project managers are from outside of the panel. Recruitment of internal project managers to replace independent external project managers begun.

8. The key challenges to implementation of the Improvement Plan appear to be:
- a. Maintaining momentum on the Improvement Plan over the next twelve months as Wellington Water commits resources to support development of the Water Services Delivery Plan and transition to new entity;
 - b. Funding and budget constraints;
 - c. The scale and timing of the Technology Systems Investment Programme and the internal resources required to support this work;
 - d. Asset management capacity and data maturity.
9. Notably, several of these challenges – particularly technology funding and sector

reform – are beyond Wellington Waters’s direct control. These interdependencies will be monitored, and any critical constraints will be escalated to the Committee and shareholding councils for consideration.

Next steps


10. The next progress report on the Improvement Plan will be provided to the Water Committee for their next meeting.

Appendices

No.	Title	Page
1	WWL Culture and Value for Money Improvement Plan - June 2025 progress update	

Author: External Author (Wellington Water Ltd)

Appendix 1: Wellington Water Culture and Value for Money Improvement Plan - June 2025 progress update					
Wellington Water Strategy Outcomes	Outcome	Objective	Action (Q4 2024/25)	Q4 Progress (17 June 2025)	Progress Rating
Wellington Water is a strong and capable organisation, ready to fold into a new asset-owing entity	Enhance organisational capability in the lead-up to the new entity	Update and develop technology systems and increase capability - Technology Systems Investment Programme		Information Management RFP released to market in first week of June. Accelerated go-to-market plan for remaining in-scope capability developed, resourced and in-flight.	Quarterly action completed
		Prepare an Interim Capability Roadmap (numbers, process, systems) to de-risk our financial reporting.	Financial reporting structure including allocations.	The finance team has been restructured to provide increased capability and resilience, with particular emphasis on strengthening budgeting and forecasting oversight and process improvements. Budgeting processes have been enhanced to reduce complexity and improve visibility and understanding	On track for completion by 30 June 2025
		As required, support the development of the Water Services Delivery Plan in preparation for the new entity	Provide information and insight to meet timelines	In parallel with undertaking annual and long term planning, significant investment and context information provided to support the delivery of the May 2025 draft.	Quarterly action completed
		Create and implement a change framework for coordinated and systematic delivery of changes	Recruit Head of Transformation.	Head of Transformation appointed May 2025	Quarterly action completed
		Engage with Watercare specifically to identify and convert practical future synergies	Explore opportunities.	Capital Delivery have met online with their counterparts to discuss project management and optimisation of workflow and structures to inform the best use of Project Management coming back in house.	Quarterly action completed
Water services are affordable and provide value	Strengthen mechanisms for demonstrating value for money	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.	For the rest of the 24/25 financial year put as many projects as possible out to tender.	All projects and contracts subject to commercial tension in Q4 and open tenders posted to GETZ. All council councillors briefed in Q4.	On track for completion by 30 June 2025
	Strengthen the control and oversight of our suppliers	Implement value-focused performance metrics and regular reviews of performance against these for consultants and contractors.	Develop performance metrics.	Not developed.	On track for completion by 30 June 2025
		Implement a value-focussed performance framework for the Operations and Maintenance Alliance that also includes pain gain sharing.	Performance Alliance Board agrees final algorithms of how performance measures calculate pain/gain sharing of any potential bonus.	Performance Framework implemented and contains pain/gain sharing. Measuring performance given the poor WWL systems has proven difficult and is now the focus.	Quarterly action completed
Communities receive reliable three waters services	Orthodox organisational model with clear purpose and lines of accountability.	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	Develop a resourced action plan	Resourced action plans have been developed to start the implementation of the Asset Management Framework and deliver the 2025/26 asset condition assessment programme. Asset management practice improvements are informing the Technology Systems Investment Programme ahead of the release of the RFP.	On track for completion by 30 June 2026
		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.	Document process and control framework.	Process framework drafted that outlines key elements for running a water services organisation. Next will be re-orientating the organisation to being more process and system driven, in the current context this will be a challenge with the pace of change anticipated to be slow. First steps will be to implement into controlled document system, the asset management framework and technology systems investment programme. Control framework scoping complete in line with findings of cost estimation error review which includes aligning control framework to lines of defence model. Current maturity of the control environment means change will be focussed on financial systems.	On track for completion by 30 June 2026
		Develop and implement group purpose statements	Develop group purpose statements.	Purpose statements have been developed to articulate the objective of each WWL group in delivering the organisation's overall purpose. Ongoing refinement will be undertaken as needed to ensure they remain clear, relevant and aligned with the WWL purpose.	Quarterly action completed
		Implement good practice approaches for recognising and rewarding values-based staff actions	A subset action of creating clearer accountabilities through structural changes is the approach taken to create the specific organisational culture we want. The key action this quarter is to revise the Internal Communications and Engagement Strategy and include mechanisms that support to values and actions.	The Communications and Engagement Team drafted a revised strategy that was agreed by ELT on 28 May 2025. Weaved through the strategy's core pillars was the underlying theme of developing the culture WWL needs by aligning behaviours to company values. It included methods to recognise and reinforce values based actions.	Quarterly action completed
		Communicate with staff through staff meetings and messages the importance of speaking up and raising risks early.	Develop an Internal Communications and Engagement Strategy which reinforces the importance of speaking up and raising risks early. Create and deliver key messaging to staff regularly through multiple channels (i.e. Leader-lead conversations, CE and ELT comms, all-staff comms) that sends this message	Internal Communications and Engagement Strategy signed off by ELT. Key messaging regularly delivered by CE and ELT.	Quarterly action completed
	Strengthened culture of raising issues and overall awareness of controls	The Code of Conduct is reviewed to include positive, value-reinforcing behaviours across the organisation	Review Code of Conduct.	The rapid review of the Code of Conduct was undertaken initially post the budgeting error report in 2024, and minor amendments were made to the employee version. Further changes were made to the contractor Code of Conduct to remove references to a 'whanau approach' to reinforce the commercial realities and the need to provide value for money.	Quarterly action completed
		Review the existing Protected Disclosures 'Speak up' Policy and the Items of Significance Policy to ensure they are easily understood and have mechanisms in place to use.	Implement a confidential mechanism for staff to make suggestions on how to improve Wellington Water.	A Protected Disclosures (Protection of whistle-blowers) policy was developed in 2024 and is scheduled for review to ensure it remains clear, accessible and fit for purpose. As part of this, the policy will be recommunicated across WWL to raise awareness and support staff confidence in using it. Initial work has also been undertaken to design a confidential mechanism for staff to make suggestions on how to improve Wellington Water. This initiative aims to foster a culture of continuous improvement and open communication. The proposed mechanism is in development and will be approved by ELT prior to implementation which is planned for week of 23 June 2025.	On track for completion by 30 June 2025
		Improve assurance through improving the quality and content of information provided to and reporting products from the Risk and Assurance function.	Amended Wellington Water Internal Audit Programme that includes: 1.Finance process focussed internal audits. 2.Continued targeted auditing on costs. Assurance provided to WWL Board over the development of annual planning advice	Direction provided from the Chair of the Wellington Water Audit Committee as to required changes to the audit programme to improve assurance. Audit programme ammended to include; cost auditing, procurement / purchasing and contract management. Draft 2025/26 programme endorsed by Audit Committee 7 May 2025. Implementation of 2025/26 programme on track. Level of confidence assessment provided to the WWL Board at the 15th may 2025 meeting over the developement of the annual planning advice. High confidence that all practicable steps were taken to ensure that a simiar error would not be made.	Quarterly action completed



Appendix 1: Wellington Water Culture and Value for Money Improvement Plan - June 2025 progress update

Wellington Water Strategy Outcomes	Outcome	Objective	Action (Q4 2024/25)	Q4 Progress (17 June 2025)	Progress Rating
	Strengthen governance oversight and assurance internally and externally	Report on the implementation of the Improvement Plan.	Performance is published and briefed to the WWL Board and Water Committee.	Tracking form and progress report format developed. Report provided to Wellington Water Committee	On track for completion by 30 June 2025
		Meet the Foundational Information Disclosure Requirements from the Commerce Commission	Engage with the Commerce Commission	Engagement on-going and positive. Timely response provided to three requests for information. Commerce Commission published their draft determination for consultation on the 11 June 2025.	Quarterly action completed
		Simplify the internal management framework by reviewing existing management committee framework and implement changes.	Capture the results of the first stages of streamlining post organisational change.	An initial review of the existing management committee framework has been partially completed, and 12 of the 39 committees were identified as being no longer required. In the main this reflects the recent consolidation of Operations Groups, which has reduced the need for cross-group coordination by these committees and cessation of consultancy panels. The next step involves completing the review, staff consultation and discussion, and ELT approval to formally decommission these committees.	On track for completion by 30 June 2025
Services delivered by Wellington Water are compliant	Maintain a relentless focus on effective fluoridation in both the short and long term	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.	Completion of the Phase 2 options investigations into an Activity Brief	Phase 2 options investigations completed.	Quarterly action completed
	Strengthen the control and oversight of our suppliers	Improve Wastewater Treatment Plant compliance.	Make an assessment that changes to contract management and capital programme governance is reflected in improving compliance data.	Compliance data for WWTPs has significantly improved (see WWTP Compliance Report). Over Q4 intense contract management has been applied involving formal correspondence. Additional FTE have been focused on coordination capital works at WWTPs.	On track for completion by 30 June 2026
	Strengthened financial controls that protect the integrity of financial transactions	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 large purchase orders and automatic payment of invoices.	Consultant Statements of Claim Pos fully disestablished from 1 July 2025, replaced by POs per project. Amended approval process for consultant and FH payments implemented requiring COO approval prior to payment.	Quarterly action completed
		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.	Recruit internal project managers and ensure project managers are sourced from outside of the panel.	Recruitment of Internal Project Managers has begun with FTEs recruited and in place. Every prudent opportunity is being taken to switch these to internal PMs or providers from outside of the panel.	On track for completion by 30 June 2026
		Implement a comprehensive set of company-wide delegations.	Approved internal delegations from Chief Executive to employees.	The internal delegations for finance, contracts and people, have been approved by the Chief Executive and Letter of Delegation will now be provided to Delegates.	Quarterly action completed
		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	Agree the final allocation methodology and reporting.	Allocations finalised at 10% of projects and shown as a separate item, at a programme level.	Quarterly action completed