

Regional Wastewater Treatment Plant 2024 Review Action Plan – Summary document

	Recommendation	Recommendation derived from Report	Responsibility	Specific actions to deliver recommendations	Estimated Timeframe
1	Veolia to Deliver				
1.1	Bringing Global Expertise	Tailor its global expertise and solutions to fit the local context of aging wastewater treatment plants (WWTPs), constrained funds, high community expectations, and capacity and capability shortages.	Veolia	Identify relevant technology, and innovation requirements, fit for the individual plants.	As required.
1.2	Communications	Establish improved lines of communication with Wellington Water and appropriate escalation protocols in addition to the regular meetings and transparent reporting.	Veolia	Establish relevant roles within Veolia and escalations protocols between organisations.	End Dec '24.
1.3	Staffing Resources	Ensure the WWTPs are adequately staffed, and staff are equipped to handle the operational demands and compliance requirements.	Veolia	Review current structure, roles, and responsibilities, and create a long-term staffing plan based on operational delivery needs. Undertake upskilling and competency review; implement training plan.	Review to be completed – by end Dec '24. Training Plan to be implemented in '25. Recruitment plan will be completed – by end Dec '24. Finish implementation in '25.
1.4	Roles and Responsibilities	Define clear roles and responsibilities and implement performance metrics to hold staff accountable for compliance.	Veolia	Review of structure, positions and position descriptions, including responsibilities.	Review completed – by end '24 Training Plan to be implemented in '25 Staffing resource plan will be completed – by end Dec '24 Resource plan to be implemented in '25
1.5	Training	Provide ongoing training for all operational staff to ensure they are knowledgeable about the challenges associated with aging WWTPs, treatment processes, and regulatory requirements to ensure compliance.	Veolia	Maintain and develop training programs.	Program review completed – by end Dec '24. Training Plan to be implemented in '25. Staffing resource plan will be completed – by end Dec '24. Implementation to be in '25.
1.6	Culture	Encourage a culture of collaboration with Wellington Water staff, focusing on shared goals and mutual respect, while maintaining contractual obligations at all times.	Veolia	Engage facilitator and undertake workshop to identify solutions.	Charter jointly drafted, to be completed – by end Nov '24 Roles and responsibilities confirmed – by end of March '25
1.7	Risk Management	Develop a proactive risk management strategy to anticipate potential issues and implement preventive measures.	Veolia	Identify and assess risks associated with asset failures and lack of maintenance or renewal, and develop mitigation plans to address these risks, ensuring that both organisations understand the potential consequences and are prepared to act responsibly.	Asset risk identification by plant (high level) – completed Critical asset failure plans ongoing and finalised - by end Dec '25. Risk-focussed structure in place – by end Dec '24. Training plan implemented in '25. Competency risk assessment - by end Dec '25.
2	Enhance Contract Management Capability				
2.1	Defining and Clarifying Scope and Role	Clearly define Wellington Water's role in managing the contract with Veolia. Including managing client risks and obligations, ensuring all contract obligations are met.	Joint	Engage Facilitator and undertake workshop plan. Strengthen clarity around responsibilities and authority in the contract management process.	Charter drafted, to be completed - by end Nov '24 Roles and Responsibilities confirmed - by end March '25.
2.2	Assessing and Developing Team Structure	Conduct a thorough assessment to determine the optimal size, structure, skillset, and competencies required for the contract management team, ensuring the team includes professionals with expertise in contract management, wastewater treatment operations, asset management and collaborative working environments.	Wellington Water	Review and provide summary of implementation needs. Refresh the 2022 regional wastewater structural review recommendations with new recommendations from the 2024 review.	Completed review, changes to be implemented - by end March '24.
2.3	Providing Training and Development	Implement training programs to develop the necessary skills and competencies within the contract management team, focusing on training that enhances collaborative skills, emphasizing teamwork, communication, and problem-solving.	Wellington Water	Review 2022 regional wastewater structural review and provide summary of implementation tasks. Engage an external support/ training Org, Consultant to work through changes. Define training requirements and implementation plan.	Completed review, changes to be implemented - by end Dec '24. Training plan to be developed - by end March '25.
2.4	Implementing Effective Governance Structure	Establish a robust governance structure for contract management. Include regular oversight meetings and performance reviews. Consider including senior management from Veolia and external members with relevant experience to provide oversight and strategic guidance.	Wellington Water/ Joint for Executive Review Group (ERG)	Undertake internal regional wastewater governance review. Review structure and ToR of ERG meetings and reporting Define what internal governance reporting should look like. Establish as subset of Monthly ERG reporting.	Completed. To be operationalised at next governance meeting - Executive Review Group (ERG). – by end March '25

2.5	Developing and Implementing a Performance Management Framework	Identify and implement monitoring and reporting of key performance indicators (KPIs) that align with contract requirements and strategic objectives. Use lead indicators to drive proactive performance approach. Use performance data to enable proactive intervention when required [ID], rather than as punitive measures	Wellington Water	Develop audit programme (depth and capabilities) and engage resource to review programme and deliver audit training.	Audit review underway - by end Dec '24.
				Develop process to use contract deliverables to improve performance.	Process review underway - by end Dec '24.
				Document process for breaches/non-compliances and complete a contract variation if required if this differs from contract terms (current process already does).	Process review underway - by end Dec '24.
				Review resourcing levels required to deliver contract performance management and confirm requirements.	Resource review - Completed.
2.6	Continuously Improving Contract Management Processes	Regularly review and update contract management processes to ensure they are delivering effective and efficient outcomes with issues being closed out and lessons learnt documented. Focus on delivering value to Client Councils by ensuring contract management processes are aligned with their needs and expectations.	Wellington Water	Continue to improve contract monitoring processes, Develop KPI's and measures.	Audit review Underway - by end Dec '24.
				Develop audit programme - depth and capabilities.	Process Review Underway - by end Dec '24.
				Document contract variations - engage resource to draft variations.	Resource review Completed.
				Review resourcing levels required to deliver appropriate contract performance management (update 2022 resourcing review).	Ongoing.
				Review of Contract Management Governance.	Completed and to be operationalised at next Governance Meeting (Executive Review Group).
3 Enhance Asset Management Capability					
3.1	Asset Condition Assessment	Conduct comprehensive assessments of the current condition of all equipment and infrastructure in the WWTPs and develop a detailed inventory of all assets, categorising them by age, condition, and criticality to the treatment process.	Joint	Formalise current process through documentation or contract variation.	Integrated Asset Management Plan (AMP) process to be formalised and documented - by end March '25.
3.2	Strategic Asset Management Plan	Develop a Strategic Asset Management Plan (SAMP) that aligns with the strategic objectives of both Veolia and Wellington Water, including clear goals for maintaining compliance with environmental regulations, meeting current and future capacity needs, and ensuring sustainability of operations.	Joint	Formalise current process through documentation or contract variation.	Integrated AMP process to be formalised and documented - by end March '25.
3.3	Renewal and Replacement Program	Prioritise renewal and replacement of obsolete/failing equipment (i.e. pumps, blowers and aerators) and implement a phased approach to asset renewal, ensuring critical components are addressed first minimise risks of non-compliance and operational failures.	Joint	Formalise current process through documentation or contract variation.	Integrated AMP process to be formalised and documented - by end March '25. SAMP forms LTP
3.4	Maintenance and Operations Plans	Develop detailed maintenance plans that include both planned and preventative maintenance schedules, establish protocols for emergency maintenance to address unexpected failures promptly and ensure timely repairs.	Joint	Veolia updating processes for routine and Preventative Maintenance (PM).	Veolia currently reviewing routine and PM's and schedules, part of resourcing plan - by end March '25.
				More detailed Operational auditing process to be implemented (has commenced).	Audit update – by end Dec '24.
				Reactive renewals delivered via the early warning process and Cat-1 capital works delivery model (Variation Negotiations).	Renewals process in place Variations negotiations continue -by end Nov '24.
				Develop Audit programme - depth and capabilities - Engage resource to review audit programme and deliver training.	Review post- Veolia PM review - by end March '25.
3.5	Redundancy and Spares Management	Review the redundancy and spares inventory to ensure there is adequate backup for all critical components. Where redundancy is lacking, invest in additional spares and standby equipment to prevent treatment process disruptions.	Veolia	Finalise a critical spares list for each plant, for Wellington Water to present to Councils for funding decisions	Critical Spares list by plant complete Funding Requirements - by end June '25.
3.6	Funding and Financial Planning	Develop a financial plan that outlines the funding requirements for asset renewal and replacement and ensure Wellington Water provides timely and adequate funds for necessary renewals while Veolia maintains assets to prevent premature failures.	Joint	Enhance/develop operational and process risk assessment and reporting.	Financial planning part of the LTP process, inputs include Integrated AMP process; to be formalised and documented - by end March '25.
				Develop feedback mechanism to inform Veolia of Councils funding decisions.	

3.7	Risk Management	Identify and assess risks associated with asset failures and lack of maintenance or renewal. Develop mitigation plans to address these risks, ensuring that both organisations understand the potential consequences and are prepared to act.	Joint	Agreed AMP/SAMP process - contract variation may be required.	Integrated AMP process to be formalised and documented - by end March '25. Note - SAMP forms Long-term Plan (LTP).
				Clearly document risk process and ensure adequate level of detail around mitigation is provided.	
4 Build High Trust in Relationships					
4.1	Fostering an Environment of Trust and Respect	Encourage staff from both organisations to engage in behaviours that promote trust and respect. This includes transparent communication, accountability, and consistently meeting commitments. Recognize and celebrate achievements and efforts from both sides, reinforcing positive behaviours and actions.	Joint	Contract deliverables are delivered on time in full.	Charter drafted, to be completed – by end Nov '24. Roles and responsibilities confirmed - by end March '25. Communications and Stakeholder workstream commenced and will drive this - by end March '25.
				Define communication requirements from Wellington Water (Veolia's needs).	
				Define reporting requirements (internal and external (Wellington Water needs))	
				Workshop on roles and responsibilities, strategy and Statement of Intent (SOI), i.e. Wellington Water Strategy.	
				Define the procedures for breaches and non-compliances.	
4.2	Developing a Collaborative Charter	Create a Charter that outlines the strategic purpose of the relationship, emphasising the shared goal of benefiting the community. Include guiding principles for collaboration, such as transparency, mutual respect, shared accountability, and continuous improvement. Clearly define roles and responsibilities within the Charter to eliminate confusion and overlap.	Joint	Organise a facilitated workshop to define and draft a collaborative Charter, which includes: - Mission, purpose guiding principles - Strategy - Roles and responsibilities in both organisations.	Charter drafted, to be completed – by end Nov '24.
4.3	Improving Communications	Establish discipline, rigour and focus of purpose in the regular joint meetings (executive, management, operational) where progress, challenges, and solutions are discussed. Develop and adhere to communication protocols that ensure clarity and consistency in information sharing.		Define Terms of Reference (ToR) for each meeting on purpose and scope, participants, outcomes expected. - Joint Meetings - Wellington Water internal meetings	Various meetings and interactions confirmed (ToR) - by end Dec '24.
4.4	Standing Side-by-Side as Partners	Promote a unified approach where both organisations present themselves as a team to stakeholders and the community. Encourage joint problem-solving sessions to address issues collaboratively rather than assigning blame	Joint	This already occurs when required and will be enhanced and confirmed in the Charter	Defined in the Charter and collaborative workstreams - by end Dec '24.
4.5	Simplifying the Operational Environment	Review the contractual framework to identify and remove confusion or misalignment of understanding with the desired collaborative approach. Simplify operational processes and decision-making pathways to reduce complexity and foster a more cooperative working environment	Joint	Clearly define roles and responsibilities, potentially through the Charter.	Covered in Charter (Operational and excellence workstreams). Operational Performance KPIs confirmed - by end June '25.
4.6	Rebuilding Trust and Confidence	Veolia should commit to transparency in performance data and operational challenges, providing Wellington Water with accurate and timely information. Implement and demonstrate tangible improvements in WWTP performance to rebuild Wellington Water's confidence.	Veolia	Tighten governance process to focus on performance.	Achieved through better KPIs, roles and responsibilities and driven through governance - by end March '25.
4.7	Joint Training and Development	Develop joint training programs focused on best practices in WWTP management, compliance, and collaboration. Organise team-building activities to strengthen relationships and understanding between personnel from both organisations	Wellington Water	Get advice from inhouse experts on how this might occur. Engage external consultancy to support identification of training and development. Allocate budget for team building activities.	Charter workstream to develop this further and implement - by end Dec '25.

Note: Any mention of organisational review refers to the wastewater team roles and responsibilities.

Glossary of Terms

AMP – Asset Management Plan

ERG – Executive Review Group

KPIs – Key Performance Indicators

LTP – Long-term Plan

RWWTP – Regional Wastewater Treatment Plants

SAMP – Strategic Asset Management Plan

SOI – Statement of Intent

ToR – Terms of Reference