

Wellington Water Collective and Council Work Programme Risks

Risk Identification				Initial Risk	Risk Treatment	Residual Risk	
Strategic Outcome	Topic	Risk Description	Controls in Place	Risk	Planned Actions	Risk	Update
Regional view / trusted advisor	Proposed Natural Resources Plan (PNRP)	<p>The Proposed National Resource Plan (PNRP) does not give sufficient recognition to the benefits of the three waters networks (significant infrastructure) and the need to protect the networks in accordance with the Regional Policy Statement. The PNRP objectives are more appropriate for a rural environment rather than an urban environment such as ours, with the potential cost implications of the PNRP an unknown and could potentially result in increased capital and operational costs over time.</p> <p>The proposed plan, as written, infers that significant investment would be required to repeat / reproduce previous assessments and technical information.</p>	Active participation in the plan change process, including; early engagement, initial submissions, review what other submitters say about our issues, and a comprehensive overarching submission to the process prior to hearings.	High	Prepare and implement comprehensive engagement plan for the hearing process. Schedule expert witness training and regular updates for Chief Advisors. Engage, build relationship and with other submitters.	High	Engagement plan prepared and expert witness training for Chief Advisors completed. Building relationship with relevant submitters. Prehearing process is likely to start in August 2016 and hearing is scheduled to start in February 2017.
Resilient networks	Asset vulnerabilities	Shocks or stresses in the network will result in loss of supply / flooding to customers	<p>Stormwater: Increased funding in place for WCC to reduce flooding of properties.</p> <p>Water Supply: Regional initiative being progressed. Contingency plans in place/developing to provide LOS due to emergency events.</p>	High	Identified resilience issues in our RAMP and 12 strategic goals, which will be used to shape future programmes across opex and capex throughout the region. Generation 2 RAMP improvements include the full development of a regional wide 3 waters criticality framework. Developing a programme of work to invest in risk reduction works.	High	Waste water resilience strategic case completed for approval.

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Trusted Advisor	Movement in infrastructure managers	Changes in Council Infrastructure managers impact trusted advisor relationship and level of commitment to the company future.	CCR meetings to monitor potential changes in CCR's.	Moderate	Going to discuss relationship roles with the Councils at SLT 2 August.	High	New PCC representative in, on board and outstanding issues are now being followed up through relationship management role. Succession plan opportunity will be discussed at the right time.
Safe to Drink / Resilient Network	Water Supply Availability	As a result of the summer weather, an increase in demand and a decrease in water quality may occur, which would lead to water quality exceeding the treatable limits and restricting available water, impacting our ability to supply drinking water.	Summer demand management plan incorporating a risk assessment framework and associated water restrictions. Communications plan for effective communication during this period. Operational processes to ensure water demand and quality are monitored. Operational processes to ensure the source and treatment infrastructure can be operated at their peak capacity.	High	Continue to effectively implement the summer demand management plan and the communications plan. Apply water restrictions as required/needed in accordance with the plans. Continue to investigate the water quality in relation to the supply. Report due end of June in regards to water quality during the summer period. Outcomes will be reviewed for identification of future improvements.	High	Workshop of specialists planned for July to identify options and understand potential solutions.
Resilient networks / Safe to Drink	Wellfield Performance	Insufficient water supply to the region in dry summer months due to constriction in availability of water in Wellfield.	Several investigation projects focussing on the wells have been looking at the well resilience, the quality of the source water, and the quantity we have the ability to abstract. These projects are providing good information.	Moderate	Several investigation projects focussing on the wells have been looking at the well resilience, the quality of the source water and the quantity we have the ability abstract.	Low	

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Resilient networks	Water Supply Seismic Resilience	Major shock or stress results in Water Supply out for up to 70 days.	Wellington Water is working on a programme to invest in risk reduction work. Annual renewal programmes, specific resilience capital projects and the Water supply resilience regional initiative form key components of this programme.	Moderate	Progress the Water supply resilience regional initiative and deliver on the capital programme.	Moderate	Water supply resilience programme business case progressing.
Regional view / trusted advisor	Increasing contract tender prices.	Potential for pressures on prices from the lift in construction activity from NZTA projects and the Wellington City Councils capital spend, as well as material costs increases and H+S requirements. Potential for this to flow through to us as not being able to do as much work as programmed. Recent tenders have been on average more than the estimate, some more complicated projects have been significantly higher.	Advanced tendering to spread work evenly through the year. Attracting new contractors to work for Wellington Water.	High	Supplier Procurement Strategy to be developed in 2016.	High	We have managed to fast track our design and tendering. We have \$5.6 million of work awarded and \$12 million tendered as of early July. Early tenders have generally been below engineers estimates and budgets as contractors are pricing for work in advance and during quieter times of the year. We have also attracted one new contractor into the market and are working to bring another back into the market. We will continue to monitor market capacity and attract new players as needed.

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Capability / Harm to People	Contractor health and safety	Compressed timeframes to complete work near the end of the financial year and potential for site specific risk. Need to recognise that pushing out work late in the year and expecting it all to be done causes unnecessary pressure on contractors and our staff. There seems to be a high degree of correlation between near miss / incidents when people are pushing for completion.	We managed contractor peak workloads by carrying over work from 15/16 into 16/17. 16/17 year tendering is significantly advanced so we won't have as much work at the end of the year. We are monitoring contractor work commitments prior to awarding contracts and contractors who are overstretched will not be given new contracts unless they can be banked and completed later in the year.	High	Fast track programme developed, working councils to reduce changes in programmes, and seeking agreement to secure funding to commit work. Reviewing project management tool, and developing PM manual.	Moderate	Programme for delivery generally on track.
Harm to People	Traffic management	We have the potential of injury or death to contractor staff and/or public as well as WWL staff due to the traffic environment we operate in. Risk to organisational reputation and financial risks.	Traffic management plans required for all work. Site specific H & S Plans incorporating TMP's are reviewed/approved by engineer prior to works commencing. Internal and external traffic management audits are undertaken to verify works are in accordance with requirements. We are working to upskill WWL staff as well as consultant panel staff so they design out risks.	High	Require better risk understanding and level of compliance at tender stage as well as within Site Specific Health and Safety Plans. Implement a process to ensure we evaluate level of compliance during construction.	Moderate	Eng. to contract is reviewing TMPs to understand level of risk. Current level of traffic management is considered adequate. Room to improve in terms of risk profiling and targeted auditing.
Harm to People	Heavy plant operations	We have the potential for injury or death to contractor/public/WWL staff from heavy machinery due to the nature of the works and the competency of plant operators we engage to do the work.	Safety fencing policy to exclude public from work areas. Competency register for new contracts. Site audits to verify practice meets requirements.	High	Implement review of site auditing programme.	High	Competency register requirement is now within contract and supplied with all tenders. Site audits used to verify practice meets requirements. Outcomes to be monitored.

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Harm to People	Service Strikes	We fail to effectively manage the behaviours of contractors, in the areas we operate in, provide controls and guidance to ensure we prevent harm to our people.	<p>Service mark outs and pot holing prior to works being undertaken. Cross functional project team creating awareness of service strike injuries.</p> <p>WE have a service strike project working through mitigation measures to minimise this risk.</p>	High	<p>Implement Service Strikes Project imitative to provide a co-ordinated outcome focussed Wellington Water response.</p> <p>Key short and long term improvements identified;</p> <ul style="list-style-type: none"> - improve accuracy and capture of information, - work with RCAs around legal requirements and capture of information - improve Wellington Water information on road corridors and in private properties - improve how we work with contractors <p>To communicate to all parties and develop a plan of action that will minimise damage to services and prevent accidental injuries.</p> <p>To create awareness to major utilities that have been found to be consistently involved in service strike incidents.</p> <p>To create awareness to major utilities that have been found to be consistently involved in service strike incidents.</p>	High	<p>Service Strikes project commenced with a four prong approach to short term and long term mitigation measures. Key outcomes and deliverables identified with action owners identified.</p> <p>A cross functional project team was established on the 16 May 2016 to monitor and explore ways to create awareness and find resolution.</p> <p>Service Strike issues for WWL was expressed in a letter to the CEO of PowerCo to be delivered through Colin.</p> <p>A Service Strike workshop has was organised in July 2016 to create awareness and share ideas with contractors and utility service providers to collectively explore options for reducing injuries.</p>

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Harm to People	Confined Spaces	We fail to effectively manage and provide measures to prevent harm to for those working in and around confined spaces.	<p>Safety in design to ensure we are considering risk at design phase.</p> <p>Confined space processes to ensure systems are in place to protect people and provide guidance on managing these spaces.</p> <p>Confined space training for staff to ensure they are competent to work around and in the confined spaces.</p> <p>Confined space registers and H&S risk registers identifying confined spaces and providing information.</p> <p>Personal Protective equipment for working in and around these spaces.</p>	Low			
Harm to People	Chemicals	We fail to effectively manage and provide measures to prevent harm for those working in and around and exposed to chemicals.	<p>Safety in design to ensure we are considering risk at design phase.</p> <p>Chemical handling processes to ensure systems are in place to protect people and provide guidance on managing these chemicals.</p> <p>Training and qualifications for staff to ensure they are competent to handle and work around chemicals.</p> <p>Chemical registers & H&S risk registers identifying chemicals and providing information.</p> <p>Material safety data sheets to ensure chemical specific information is available.</p> <p>Hazardous Substances certifications for specific sites and chemical containment types to ensure they meet legal requirements.</p> <p>Personal Protective equipment for working in and around chemicals.</p>	Low			