



KOMITI NGĀ WAI HANGARUA WELLINGTON WATER COMMITTEE

7 March 2025

Order Paper for the meeting to be held in the
Council Chambers, 2nd Floor, 30 Laings Road, Lower Hutt,
on:

Friday 14 March 2025 commencing at 10:00 am

This meeting will be livestreamed on the Hutt City Council YouTube channel

Membership

Mayor A Baker
Mayor C Barry (Chair)
Deputy Mayor M Sadler-Futter
Cr R Connelly (Deputy Chair)
Mayor W Guppy
H Modlik
K Puketapu-Dentice
A Rutene

Mayor T Whanau

Cr T Brown
R Faulkner
Cr C Kirk-Burnnand
Cr R Leggett
Cr A Ellims
Deputy Mayor H Swales
K Tamanui
Cr G Tupou

Porirua City Council
Hutt City Council
South Wairarapa District Council
Greater Wellington Regional Council
Upper Hutt City Council
Te Rūnanga O Toa Rangatira
Taranaki Whānui ki Te Upoko o Te Ika
Ngāti Kahungunu ki Wairarapa Tamaki Nui a Rua
Treaty Settlement Trust
Wellington City Council

Wellington City Council (Alternate)
Te Rūnanga O Toa Rangatira (Alternate)
Greater Wellington Regional Council (Alternate)
Porirua City Council (Alternate)
South Wairarapa District Council (Alternate)
Upper Hutt City Council (Alternate)
Taranaki Whānui ki Te Upoko o Te Ika (Alternate)
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.

KOMITI NGĀ WAI HANGARUA | WELLINGTON WATER COMMITTEE

Meeting to be held in the Council Chambers,
2nd Floor, 30 Laings Road, Lower Hutt on
Friday 14 March 2025 commencing at 10:00 am.

ORDER PAPER

PUBLIC BUSINESS

1. OPENING FORMALITIES - KARAKIA TIMATANGA

Whakataka te hau ki te uru
Whakataka te hau ki te tonga
Kia mākinakina ki uta
Kia mātaratara ki tai
E hī ake ana te atakura
He tio, he huka, he hau hū
Tihei mauri ora.

*Cease the winds from the west
Cease the winds from the south
Let the breeze blow over the land
Let the breeze blow over the ocean
Let the red-tipped dawn come with a
sharpened air.
A touch of frost, a promise of a glorious
day.*

2. APOLOGIES

No apologies 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. MINUTES

Meeting minutes Komiti Ngā Wai Hangarua | Wellington Water Committee,
13 December 2024

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6. CHAIR'S STATEMENT

A verbal statement by the Chair of the Wellington Water Committee.

7. LOCAL WATER DONE WELL - LEGISLATION AND WATER SERVICE DELIVERY PLAN UPDATE

A verbal update by the Programme Director, Water Reform – Wellington
Water Councils.

8. **COMPANY AND GOVERNANCE UPDATE**

Report No. WWC2025/1/34 by Wellington Water Limited 19

9. **WELLINGTON WATER LIMITED Q2 ORGANISATIONAL CAPABILITY PLAN**

Report No. WWC2025/1/39 by Wellington Water Limited 64

10. **WATER SUPPLY RISK**

Report No. WWC2025/1/36 by Wellington Water Limited 70

11. **WELLINGTON WATER LIMITED'S DRAFT STATEMENT OF INTENT 2025-28**

Report No. WWC2025/1/37 by Wellington Water Limited 74

12. **WELLINGTON WATER LIMITED HALF-YEAR REPORT TO 31 DECEMBER 2024**

Report No. WWC2025/1/38 by Wellington Water Limited 109

13. **INFORMATION ITEM**

Wellington Water Committee Forward Programme 2025

Memorandum dated 28 February 2025 by the Democracy Advisor 133

14. **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.

15. **EXCLUSION OF THE PUBLIC**

CHAIR'S RECOMMENDATION:

“That the public be excluded from the following parts of the proceedings of this meeting, namely:

16. **MINUTES**

13 December 2024

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

(A)	(B)	(C)
General subject of the matter to be considered.	Reason for passing this resolution in relation to each matter.	Ground under section 48(1) for the passing of this resolution.
Minutes of the Wellington Water Committee Komiti Ngā Wai Hangarua held on 13 December 2024: Recruitment of Directors to Wellington Water Limited- December 2024	The withholding of the information is necessary to protect the privacy of natural persons. (s7(2)(a)). The withholding of the information is necessary to maintain the effective conduct of public affairs through the free and frank expression of opinions by or between or two members or officers or employees. (s7(2)(f)(i)).	That the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding exist.

This resolution is made in reliance on section 48(1) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by section 6 or 7 of that Act which would be prejudiced by the holding of the whole or the relevant part of the proceedings of the meeting in public are as specified in Column (B) above.”

Jack Kilty
Democracy Advisor

HUTT CITY COUNCIL**KOMITI NGĀ WAI HANGARUA | WELLINGTON WATER COMMITTEE**

Minutes of a meeting held in the Council Chambers, 2nd Floor, 30 Laings Road,
Lower Hutt on

Friday 13 December 2024 commencing at 10:02 am

PRESENT:

Mayor A Baker (PCC)
Mayor C Barry (HCC) (Chair)
Deputy Mayor M Sadler-Futter (SWDC)
Mayor W Guppy (UHCC)
L Rauhina-August (Taranaki Whānui ki Te Upoko o Te Ika)
A Rutene (Ngāti Kahungunu ki Wairarapa Tamaki Nui a Rua
Treaty Settlement Trust) (via audio-visual link)
Mayor T Whanau (WCC)
R Faulkner (Te Rūnanga O Toa Rangatira)
Cr C Kirk-Burnnand (GWRC)

APOLOGIES:

H Modlik (Te Rūnanga O Toa Rangatira) and Cr R Connelly
(GWRC)

IN ATTENDANCE:

N Leggett, Board Chair, Wellington Water Limited (WWL)
B Bayfield, Board member, WWL
L Southey, Board member, WWL
M Puketapu, Board member, WWL (via audio-visual link)
D List, Associate Director, Scott Consulting
W Walker, Chief Executive, Porirua City Council
G Swainson, Chief Executive, Upper Hutt City Council
N Corry, Chief Executive, Greater Wellington Regional
Council
J Smith, Chief Executive, South Wairarapa District Council
P Dougherty, Chief Executive, WWL
C Barker, Director of Regulatory Services, WWL
J Alexander, Group Manager Network Strategy & Planning,
WWL
I McSherry, Head of Metering Programme Establishment,
WWL
W Maxwell, Acting Group Manager Business Services, WWL
V MacFarlane, Head of Communications and Engagement,
WWL
J Chetwynd, Chief Infrastructure Officer, Wellington City
Council
B Hodgins, Strategic Advisor, Hutt City Council
J Kilty, Democracy Advisor, Hutt City Council

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

RESOLVED: (Mayor Barry/Mayor Baker)

Minute No. WWC 24501

"That the apologies from Helmut Modlik and Cr Connelly be accepted, and leave of absence be granted."

3. PUBLIC COMMENT

There was no public comment.

4. CONFLICT OF INTEREST DECLARATIONS

There were no conflicts of interest.

5. MINUTES

RESOLVED: (Mayor Barry/L Rauhina-August)

Minute No. WWC 24502

"That the minutes of the meeting of the Komiti Ngā Wai Hangarua | Wellington Water Committee held on Friday, 27 September 2024, be confirmed as a true and correct record."

6. CHAIR'S STATEMENT

The Chair highlighted the current water shortage risks and restrictions. He emphasised that repairing leaks played a big part in reducing these risks as summer approached. He acknowledged the work made in conducting leak repairs throughout 2024. He stated that minimising the odour from the Seaview Waste Water Treatment Plant was a priority for Wellington Water Limited and Hutt City Council. He said building the foundations of the region's new water entity was crucial.

7. **LOCAL WATER DONE WELL - LEGISLATION AND WATER SERVICE DELIVERY PLAN UPDATE**

Dougal List shared his presentation. The presentation is attached to pages 10-11 of the minutes.

RESOLVED: (Mayor Barry/Mayor Baker)

Minute No. WWC 24503

"That the Committee receives and notes the presentation."

8. **COMPANY AND GOVERNANCE UPDATE**

Report No. WWC2024/5/114 by Wellington Water Limited

The Chief Executive of Wellington Water Limited (WWL) and the Board Chair of WWL elaborated on the report.

In response to questions from elected members, the Chief Executive, WWL noted that he could see benefits in long term contracts for WWL contractors. He considered long term funding contractors would likely invest in better equipment and be more stable contracting partners. He said key performance indicators were being introduced into the Alliance partnership. He said the organisation was growing more transparent and efficient and that better value for money would be prioritised over the coming year.

Bill Bayfield, WWL board member, noted that the new water entity in Wellington would be the second largest in New Zealand (behind Auckland) and, if done correctly, would have a head start on many other councils.

The Chief Executive, WWL said that despite the changes being made, only the new entity would have the financial capability to solve Wellington's water issues.

Mayor Baker thanked the Chief Executive, WWL for the report and noted that he had done a great job since taking on the role. She said that the report was vital.

Mayor Whanau supported the comments made by Mayor Baker.

Members discussed reaffirming WWL's priority regarding value for money and agreed that the Committee should consider a report at the next meeting.

RESOLVED: (Mayor Barry/Mayor Baker)

Minute No. WWC 24504

"That the Committee:

- (1) receives and notes the report;*
- (2) reaffirms its priority around Wellington Water Limited and the Board's focus on value for money; and*
- (3) notes that Wellington Water Limited will report on their progress at the 14 March 2025 meeting of the Wellington Water Committee."*

8. **ANNUAL PLAN ADVICE**

Report No. WWC2024/5/115 by Wellington Water Limited

The Group Manager Network Strategy & Planning at WWL elaborated on the report.

RESOLVED: (Mayor Barry/ Mayor Guppy)

Minute No. WWC 24505

"That the Committee receives and notes the report."

9. ORGANISATIONAL CAPABILITY PLAN

Report No. WWC2024/5/116 by Wellington Water Limited

The Acting Group Manager Business Services, Wellington Water Limited (WWL), elaborated on the report.

The Chief Executive, WWL noted that the requested IT systems were the bare bones that should have been in place years ago. He said it was challenging to be sure there were no other errors, such as the budgeting error earlier in 2024, as the systems in place were inadequate. He stated that Deloitte had told WWL to simplify their systems.

The Acting Group Manager Business Services, WWL said he had to ensure the numbers, processes, and systems were correct. He stated that the key was to simplify systems and processes to achieve better outcomes.

The Chief Executive, WWL noted that WWL was working closely with the Advisory Oversight Group (AOG) to establish the new water entity. He indicated that the IT systems would be transferred to the new entity once created. He said that the generic IT systems WWL was seeking would be capable of meeting government reporting requirements.

The Chief Executive, Porirua City Council (PCC) stated that government was leaving the creation of new entities to councils. She said there would be standard reporting requirements but not a required IT system. She highlighted that the AOG was best positioned to address questions related to the involvement of Iwi and Mana Whenua with the new entity.

Lee Ruahina-August asked for a connector between Mana Whenua, the Wellington Water Committee, and the AOG's decisions.

RESOLVED: (Mayor Barry/Mayor Whanau)

Minute No. WWC 24506

"That the Committee:

- (1) notes that the estimated costs to build organisational capability are being worked through. An unconstrained view of the investment needed to lift Wellington Water Limited's capability has been included in annual planning advice to councils. This is in addition to the request for investment to procure and implement core technology systems; and*
- (2) notes that regular quarterly reporting against the key deliverables in the Organisational Capability Plan will be provided to the Committee. The first quarterly report will be completed for Q2 2024/25 and will be presented to the Committee at its March 2025 meeting. "*

10. METROPOLITAN ACUTE WATER SHORTAGE RISK

Report No. WWC2024/5/117 by Wellington Water Limited

The Director of Regulatory Services, Wellington Water Limited (WWL) elaborated on the report.

The Head of Communications and Engagement, WWL noted that communications had been translated into various languages. She stated that the focus of these communications would aim to build on positive behaviours from 2023/24.

The Director of Regulatory Services at WWL noted that the risk for South Wairarapa District Council was similar to last year's, and WWL was actively monitoring the reservoirs.

RESOLVED: (Mayor Barry/ Faulkner)

Minute No. WWC 24507

"That the Committee:

(1) notes that the demand reduction has exceeded targets set by Taumata Arowai; and

(2) notes the likelihood of Water Restriction Levels for 25/26."

11. WATER METERING PROGRAMME UPDATE

Report No. WWC2024/5/118 by Wellington Water Limited

Ian McSherry, Head of Metering Programme Establishment, Wellington Water Limited elaborated on the report.

RESOLVED: (Mayor Barry/Mayor Baker)

Minute No. WWC 24508

"That the Committee receives and notes the report."

12. WELLINGTON WATER COMMITTEE LETTER OF EXPECTATION

Report No. WWC2024/5/125 by the Chief Executive, PCC

The Chief Executive, PCC elaborated on the report.

RESOLVED: (Mayor Barry/L Rauhina-August)

Minute No. WWC 24509

"That the Committee:

(1) notes and receives the report:

(2) approves the annual shareholder and partners' Letter of Expectation to Wellington Water Limited (attached as Appendix 1 to the report); and

(3) authorises the Wellington Water Committee Chair to sign the letter."

Deputy Mayor Saddler-Futter abstained from voting on the above matter.

13. INFORMATION ITEM**Wellington Water Committee Forward Programme 2025**

Memorandum dated 4 December 2024 by the Democracy Advisor

RESOLVED: (Mayor Barry/Mayor Baker)

Minute No. WWC 24510

"That the Committee receives and notes the attached draft Forward Programme and future workshop topics for the Wellington Water Committee for 2025, as detailed in Appendix 1 of the memorandum."

14. QUESTIONS

There were no questions.

15. EXCLUSION OF THE PUBLIC

RESOLVED: (Mayor Barry/Mayor Baker)

Minute No. WWC 24511

"That the public be excluded from the following parts of the proceedings of this meeting, namely:

17. RECRUITMENT OF DIRECTORS TO WELLINGTON WATER LIMITED - DECEMBER 2024

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

(A)	(B)	(C)
<i>General subject of the matter to be considered.</i>	<i>Reason for passing this resolution in relation to each matter.</i>	<i>Ground under section 48(1) for the passing of this resolution.</i>
<i>Recruitment of Directors to Wellington Water Limited - December 2024.</i>	<i>The withholding of the information is necessary to protect the privacy of natural persons. (s7(2)(a)).</i> <i>The withholding of the information is necessary to maintain the effective conduct of public affairs through the free and frank expression of opinions by or between or two members or officers or employees. (s7(2)(f)(i)).</i>	<i>That the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding exist.</i>
<i>This resolution is made in reliance on section 48(1) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by section 6 or 7 of that Act which would be prejudiced by the holding of the whole or the relevant part of the proceedings of the meeting in public are as specified in Column (B) above."</i>		

There being no further business, the Chair declared the public part of the meeting closed at 11.19am. The public excluded part of the meeting closed at 11.35am.

Mayor C Barry
CHAIR

CONFIRMED as a true and correct record
Dated this 14th day of March 2025

Item 7: Local water done well

Water services delivery planning for Wellington metropolitan councils

Wellington Water Committee

13 December 2024



Photo: WellingtonNZ, photographer: Mark Tanimura



Bill 3 and DIA guidance

Update on release of Bill 3 and associated guidance from DIA

The enduring settings for water reform are set out in the Local Government Water Services Bill.

- This Bill was introduced on 10 December and have its first reading prior to the end of 2024.
- It is expected that the Bill will proceed through a full readings process with submissions due late-February.
- The bill is broad and deals with several complex issues.
- It is likely that councils will need to submit on the Bill in order to seek clarifications or amendments to the Bill.
- It is proposed that the regional programme team coordinates a joint submission with input from councils, WWL and legal support.
- Councils may also decide to submit on the Bill.

In addition to the Local Government Water Services Bill, DIA has released significant guidance material.

This will have a bearing on potentially reducing the scope of work and costs for Phase 2.

Guidance covers:

- Updates to guidance released in August such as in relation to debt and delivery model options;
- Draft template documents to support the establishment of WSCCO such as – terms for councils working together, shareholding agreements, constitution, transfer deeds, interface agreements etc; and
- Updated guidance and information on operating context and powers of a WSCCO such as wastewater and engineering standards, bylaws and powers, contracting arrangements, WSCCO / water regulator roles and responsibilities, financing and debt arrangements.

Progress on water services delivery planning

Since the last meeting councils have undertaken briefings and meetings to confirm whether to remain as part of the regional process.

5 councils have now confirmed the joint regional model as preferred for consultation.

Phase 2 – develop WSDP and implementation plan.

Progress

Since the last update to the Committee, implementation of Local Water Done Well and the regional process of water service delivery planning has included:

- Release of the regional report on recommended ‘best for region’ model on 4 October
- Further workshops with Advisory Oversight Group and council officers
- Release of Bill 3
- Start of Phase 2 – development of the WSDP and implementation plan
- Investment programme and confirm pathway to financial sustainability
- AOG meeting – 13 December

Key next steps

- Submissions on Bill 3
- Preparation for consultation and council approvals
- Consultation on delivery model options March / April
- Complete WSDP
- Council review and adoption of the WSDP including delivery model
- Implementation planning

WWL Committee Update 13 December 2024

Confidential

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Transitional issues and alignment

Phase 2 will need to ensure alignment of the future delivery model with current WWL activity and the WWL organisational capability plan.

Key work and interfaces include

- Development of the WSDP and input of WWL data and knowledge to inform information disclosure and financial sustainability – one plan we can all stand behind
- WWL IT systems investment planning, costs and ‘future fit’. Key interdependency = need for assurance of right scope, requirements, delivery and how this enables capability requirements
- Meters – programme planning, timing, investment and communications
- Contracts and major projects – maintaining momentum and also consideration of implications of contract renewals and value for money focus
- Contractor / supplier engagement
- Staff communications.

This will require increased level of involvement from WWL into Phase 2.

WWL Committee Update 13 December 2024

Confidential

4



Komiti Ngā Wai Hanganua | Wellington Water Committee

28 February 2025

Report no: WWC2025/1/34

Company and Governance Update

Recommendation

That the Committee receives and notes the report.

Appendices

No.	Title	Page
1	Company and Governance Update - 14 March 2025	20
2	Company and Governance Update Appendix 1 - WWL Organisational Structure	27
3	Company and Governance Update Appendix 2 Operations Report Jan 2025	28
4	Company and Governance Update - Dashboards	44
5	Company and Governance Update - Summary of Papers	62

Author: Wellington Water Limited



Wellington Water Committee | Komiti Ngā Wai Hangarua

14 March 2025

File: ()

Report no:

Company and Governance Update

Purpose of Report

1. To provide an overview of the Water Services activities across the metropolitan area of Wellington and the South Wairarapa District Council.

Recommendations

That the Committee receives and notes the report.

How to read this report

2. There are three parts, as follows:
 - i. Governance Update,
 - ii. Water Committee Priorities, and
 - iii. Operational Achievements and Issues.

Governance Update

3. The key Governance conversations held and actions taken by the Board of Wellington Water (Board) since the last meeting of the Wellington Water Committee (Committee) include:
 - i. Approved the Half-year report for July to December 2024 (provided to the Committee in a separate paper)
 - ii. Received the Letter of Expectations for 2025
 - iii. Approved the draft Statement of Intent 2025-28 (provided to the Committee in a separate paper)

- iv. Received an update on the implementation of the Organisational Capability Plan (provided to the Committee in a separate paper)
- v. Received reports on value for money (provided to the Committee in a separate paper)

Summary of Performance

- 4. So far we have got through summer with minimal water restrictions, thanks to reduction in water lost to leaks, an extra 20MLD from Te Marua, and reduced demand due to the weather.
- 5. We've seen an improvement in leaks backlog down to close to sustainable levels thanks to additional council funding for this work.
- 6. We've also seen improvement in response and resolution times.
- 7. We provided advice to councils on investment for the coming year. Some councils are considering increases in investment in water services, including for additional staff to deliver on value for money.
- 8. While the need for investment in lifting capability within WWL through the Organisational Capability Plan was endorsed by the Committee for prioritisation in council annual plan processes, no operating funding is expected to be provided for its delivery. This means the Plan needs to be revised in terms of its scale and pace of implementation, and the risk remains of WWL making further errors.
- 9. More information is provided in the Half-Year Report being presented to the Committee.

The Water Committee Priorities

Ensuring a smooth transition through water reform to the new entity in 2026

- 10. The Board Chair has been invited to join the Advisory Oversight Group as an observer.
- 11. A member of the regional water service delivery planning team has been invited to join the Steering Group for Technology Systems Investment Programme to help ensure synergies between current and future technology needs.
- 12. Wellington Water continue to support the regional team, including with developing consultation material, providing information for investment scenario planning, assisting with the submission on the Local Government (Water Services) Bill, assessing inter-dependencies between WWL work and regional planning work, and steps towards establishment of the new organisation.

Three Waters Investment Planning for 2025-34

- 13. Wellington Water has provided Stage 2 advice to councils on what to include in Annual Plans for 2025/26. This advice responded to direction from councils on affordable levels of investment in three waters assets, maintenance, levels of service, and investment in Wellington Water to build systems and organisational capability.
- 14. Wellington Water is supporting Wellington City Council and South Wairarapa District Council with their Long Term Plans for 2025-2034.
- 15. The Stage 2 advice built on preliminary (Stage 1) advice provided at the end of last year, incorporating councils' feedback and any relevant cost or scope updates received by Wellington Water since then.

Sustainable water supply and reducing consumption

16. Featherston and Greytown moved to Level 2 Water Restrictions on Monday 17 February, and Martinborough on Monday 24 February.
17. The separate paper on the Acute Water Supply and Demand Risk provides a full update to the Committee.
18. The residential metering programme had a healthy response to the market sounding Request for Information (RFI). Early indications are that the RFI process is exceeding expectations on quality of information. This will help us gather insights from potential suppliers and inform our understanding of market capability from the deployment and technology aspects, available water meter products, indicative costs, and contractual models. It will also help us understand potential bottlenecks or other logistical constraints that could impact delivery.
19. The Metering Programme Team are making steady progress with the Business Case. Workshops with council officers and iwi partners since the new year have focussed on shortlisting options and identifying a preferred solution.

Regulatory performance

20. We continue to provide monthly reporting to Taumata Arowai on the Acute Water Shortage risk and the performance of the associated reduction activities.
21. We continue to work with GWRC on the abatement notices for Seaview Odour issues.
22. We keep the Ministry of Health informed of fluoride performance – three of the metropolitan water treatment plants were compliant for fluoride in January. At Waterloo WTP, fluoridation was shut down for a time during January due to instrument error. The issue has since been resolved and fluoridation restarted.

Operational Achievements and Issues*People*

23. Our unplanned turnover is currently sitting at 11% and continues to track steadily (12 month rolling average).
24. Having consulted staff in December, the new structure was put in place from 10 February 2025. This included changes to the make-up of the Executive Leadership Team and moving key teams from the Alliance back to Wellington Water (Performance, Operations Engineering, Customer Experience).
25. The new high level organisational structure is included as Appendix 1.

Health & Safety

26. There has been one lost time injury, where a worker received a concussion from a dropped pipe and a medical treatment injury after a worker was bitten by a dog while delivering water during a plant shutdown.
27. During routine external compliance inspections, it was identified that the storage of hazardous substances at our water treatment plants were non-compliant. Clear pathways were created for achieving full compliance in each plant. Currently, three out of eight plants have already achieved conditional compliance, with the remaining

five on target to achieve compliance in the next six months. Worksafe has been kept fully informed.

Wellington Water corporate budget

28. We are forecasting a corporate budget deficit of \$4.8m for 2024/25 (compared to the budgeted deficit of \$3.7m), utilising the prior year's surplus to mitigate funding pressures while ensuring delivery can continue. Action is being taken to reduce this deficit, however this is challenging given the costs incurred for recent reviews, and the need to deliver system and process improvements and to support the regional Water Services Delivery Plan work – all of which was unbudgeted.

Opex Delivery

29. To date in the 2024/25 financial year we have fixed 5806 leaks around the region. At the end of January, we had 953 open leaks for repair, up from 848 in October. The increase is a combination of more leaks being reported due to them being more visible in dry weather, and some council budgets for leak repair being exhausted. Operational reports are provided as Appendix 2.

Capex Delivery

30. For the financial year to date (as at 31 January 2025), spend on the capital delivery programme was \$145m at a regional programme level.

Council	YTD capital spend for 2024/25
Greater Wellington Regional Council	\$48.7m
Hutt City	\$29.9m
Porirua City	\$30.1m
South Wairarapa District	\$2.4m
Upper Hutt City	\$8.8m
Wellington City	\$25.1m
Total	\$145.0m

31. Here is the data on metres of pipe constructed on a quarterly basis, split by council.

Councils	Water	Wastewater	Stormwater	Q1 Total	Q2 Total	YTD Total	Year End Forecast
HCC	4,303	397	-	2,845	1,015	4,700	9,378
WCC		285	-	240	45	285	522
UHCC	841	-	-	374	401	841	1,396
PCC	70		-	70	-	70	210
GWRC	400		-	30	330	400	500
SWDC	-		-	-	-	-	130
Total	5,613	682	-	3,559	1,791	6,295	12,136
Figures are in metres							

32. We are making changes to how we work with members of the consultancy and contractors panels with a focus on driving greater value. This is covered in more depth in the Value for Money paper discussed on 10 March 2025.
33. The new Taranaki Street Pump Station in Inglewood Place was turned on for the first time in February. It now pumps peak flows of 35 L/s up the new Taranaki Street rising main to the interceptor.

Wastewater Treatment Plants

34. The Greytown, Martinborough, Moa Point, and Seaview Wastewater Treatment Plants were non-compliant at the end of January due to either capacity, mechanical or environmental factors. Moa Point and Seaview are tracking towards compliance.
35. Details of the status of wastewater plant non-compliance are provided in the latest monthly Wastewater Treatment Plant and Water Treatment Plant dashboard reports, attached as Appendix 3.

Growth update

36. We have held council officer workshops focusing on the three waters networks' capacity to service growth within Porirua, Lower Hutt and Upper Hutt. These workshops confirmed that the constrained three waters investment programme in infill and intensification areas will limit growth. The key network constraints identified include water supply reservoir storage volumes in various areas, and increased wastewater overflows from both local and trunk network and non-compliance with discharge water quality resource consent conditions from Greytown and Martinborough WWTPs.
37. In several water supply zones, the existing reservoir storage volumes are below the target criteria for i) 2-day average daily demand, and ii) 24 hours supply based on peak day demand plus firefighting requirement.
38. Some of the wastewater overflows may be partially addressed by localised solutions and small-scale network upgrades but there are significant levels of service gaps for containment of overflows from the trunk network for Moa Point, Seaview and northern Porirua networks.

39. Growth will further exacerbate these issues without investment in network improvements. We continue to work with officers on the options to manage and mitigate these risks.

Environmental Water Quality update

40. Wellington Water is preparing for the Plan Change 1 (PC1) hearings working with the metropolitan councils. Hearing Stream 2 is scheduled to commence on 7 April 2025. We are working with our client councils to understand how best to support them in this process.
41. We are working with client councils to review the current consenting strategy for network discharges.
42. A key matter that will require resolution is whether WWL (and subsequently the new water organisation) or the councils will hold the stormwater consents. Responsibilities between the various parties are complex, potentially even more so under the Local Government Water Services Bill proposals and preparing a consent application that meets the eventual PC1 requirements will be difficult to achieve.
43. Wellington Water joined Ngāti Toa, Porirua City Council, Wellington City Council and Greater Wellington in signing the Te Wai Ora o Porirua accord on Waitangi Day. The accord is a shared vision for restoring the ecological, cultural, and environmental integrity of Te Awarua o Porirua. With the signing of this document, Wellington Water is reinforcing our commitment to rebuilding the health and life-force the harbour, specifically when it comes to delivering water services that aids the harbour's restoration.

Technology Systems

44. Greater Wellington Regional Council will decide this month on inclusion of loan funding for the Technology Systems Investment Programme in their draft annual plan.
45. In parallel, stand up of the Programme is going well with the first presentation to the Board Major Projects Committee in January and the Programme Steering Committee now meeting monthly. External technical advice is in place, the procurement strategy for the full scope of the programme is in development, and we are planning the first independent quality assurance process.

Connecting the Water Committee to Individual Councils

46. The Committee has a major role in providing leadership to the six councils who own Wellington Water. At the Committee meeting you are receiving and discussing material that all councils will receive via Wellington Water's ongoing advice on operations.
47. We have provided a summary report (Appendix 4) to assist with individual councils' understanding of the material the Committee is working on.

Climate Change Impact and Considerations

48. There are no direct climate change impacts or considerations from the matters addressed in this report.

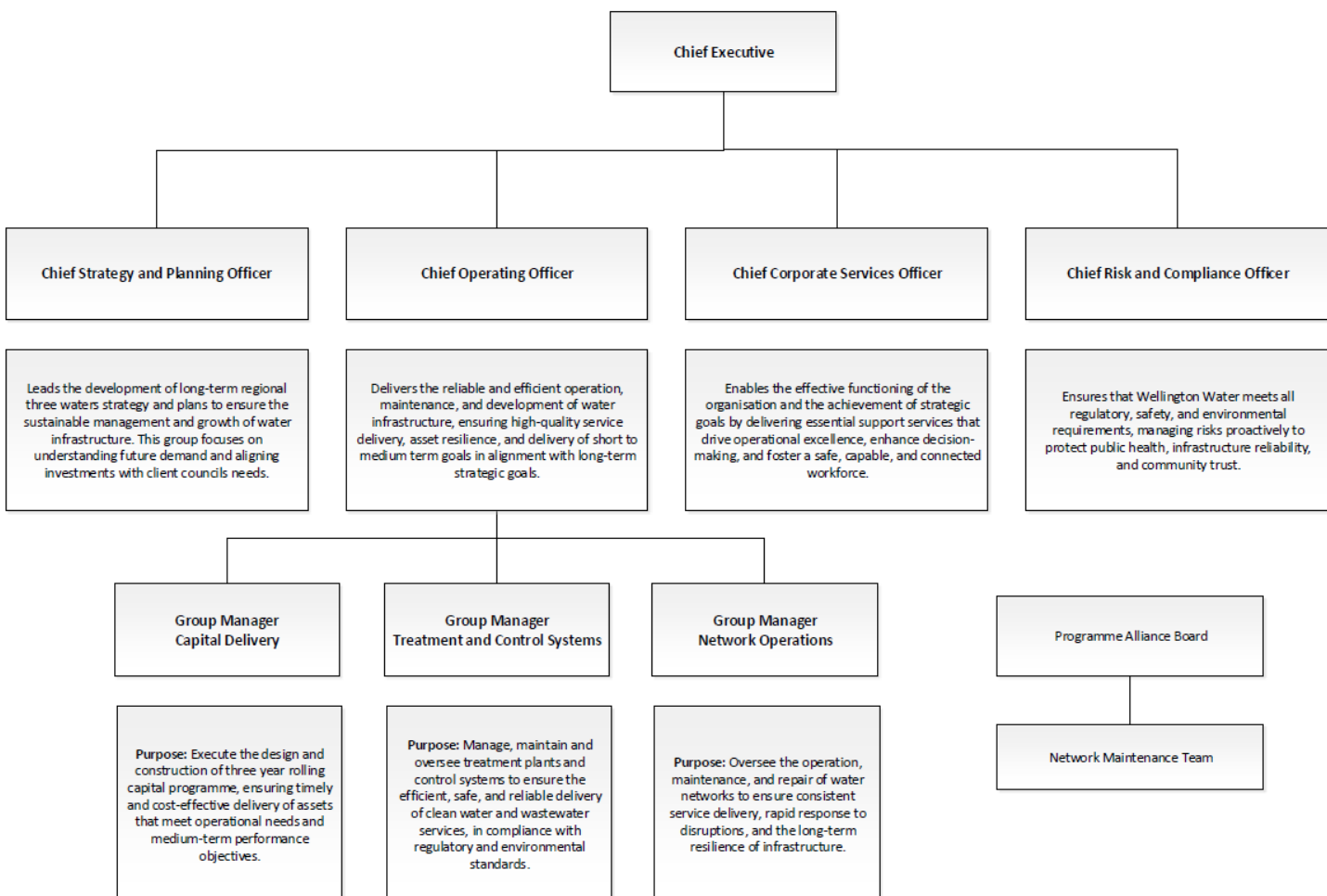
Appendices

There are four appendices for this report.

1.	Wellington Water Organisational Structure
2.	Regional and Council Operations Reports for August
3.	Water Treatment Plant and Wastewater Treatment Plant dashboard reports for August
4.	Summary for Councillors of papers to the WWC meeting

Author: Pat Dougherty

External Author (Wellington Water Ltd)





Our water, Our Future

Operations Report
CUSTOMER OPERATIONS GROUP
Reporting Date: 20th February 2025

GLOSSARY OF TERMS	Acronyms
Total Recordable Injury Frequency Rate	TRIFR
Severe Injury Frequency Rate	SIFR
Case Action Management System	CAMs
Financial Year To Date	FYTD
Customer Operations Group	COG
Customer Service Request	CSR
Service Level Agreement	SLA
Department of Internal Affairs	DIA
Drinking Water	DW
Storm Water	SW
Wastewater	WW

HEALTH & SAFETY (H & S) LAG INDICATORS (AT A GLANCE) *

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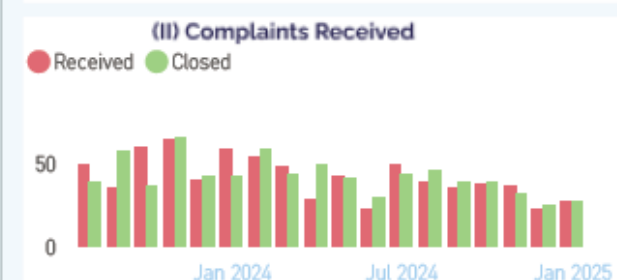
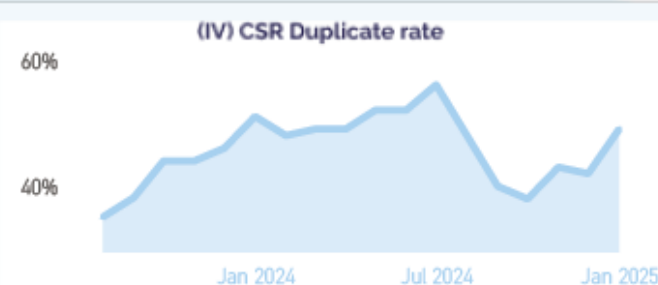


In January, there were 31 safety improvements. We are making a concerted effort to improve our health and safety performance, including a sub-contractor safety forum to address H & S performance.



In January, 47 CAMs (H & S recording and reporting system) cases were raised.

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(I) Historical data reveals a recurring seasonal trend with Customer Service Requests with peak periods resulting during the drier months (comprising mostly of leaks) when the customers are more likely to notice and report the leaks.

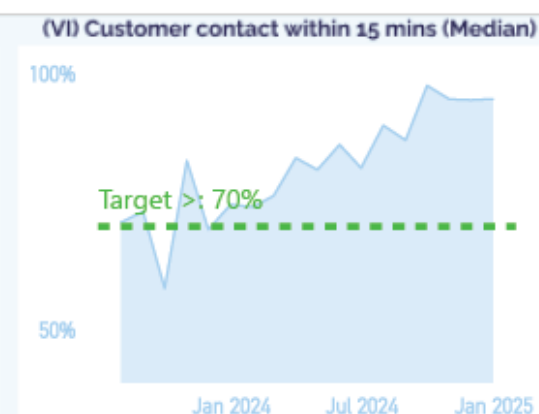
(II) Customer complaints increased slightly from the previous month.

(III) 2 compliments were received in January.

(IV) Duplicate rate in January for WCC remains high at 49%.



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(V) The customer satisfaction rate increased steadily over the past few months. Satisfaction with WWL's urgent job responses consistently remained high. Non-urgent satisfaction also saw notable improvements. This positive trend is likely due to funding injections, associated resourcing and continued improvement in job management, which has significantly reduced the backlog and improved response times.

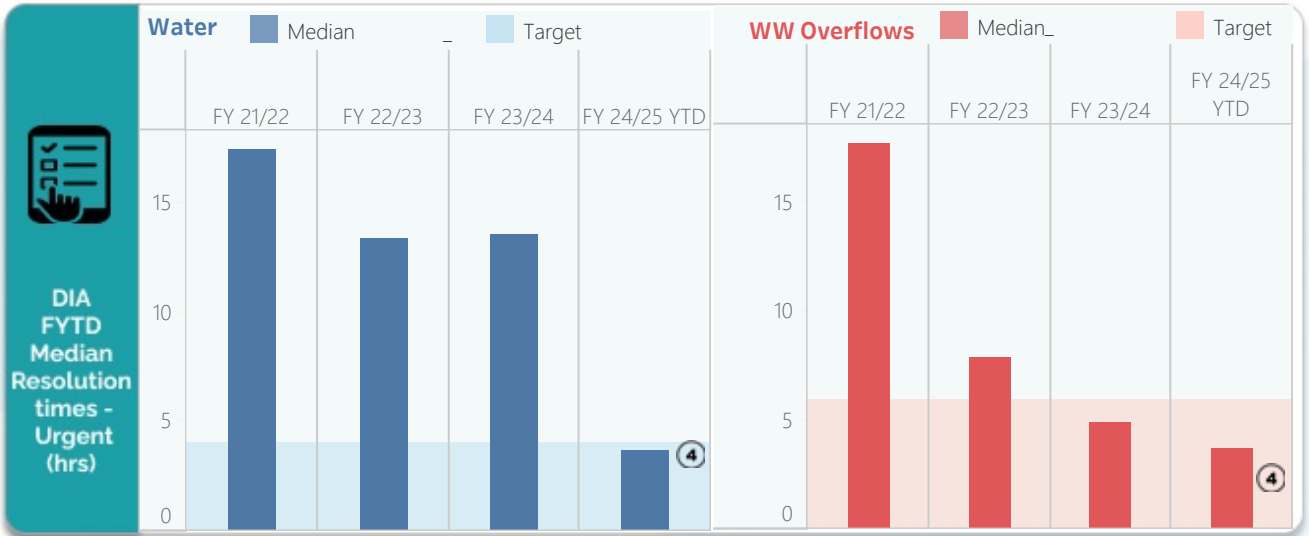
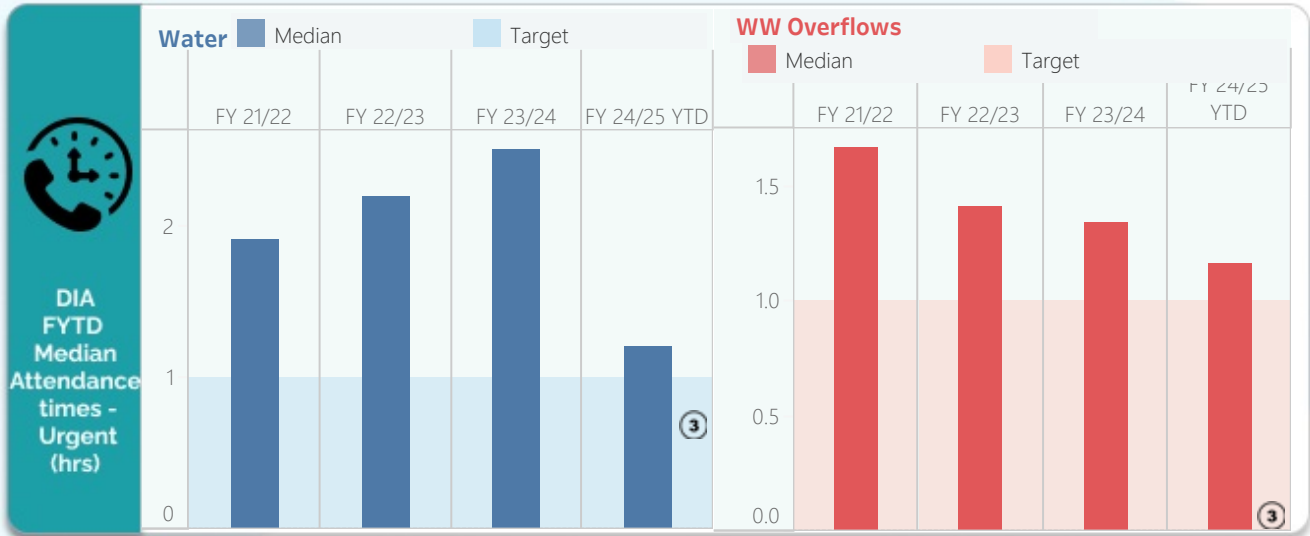
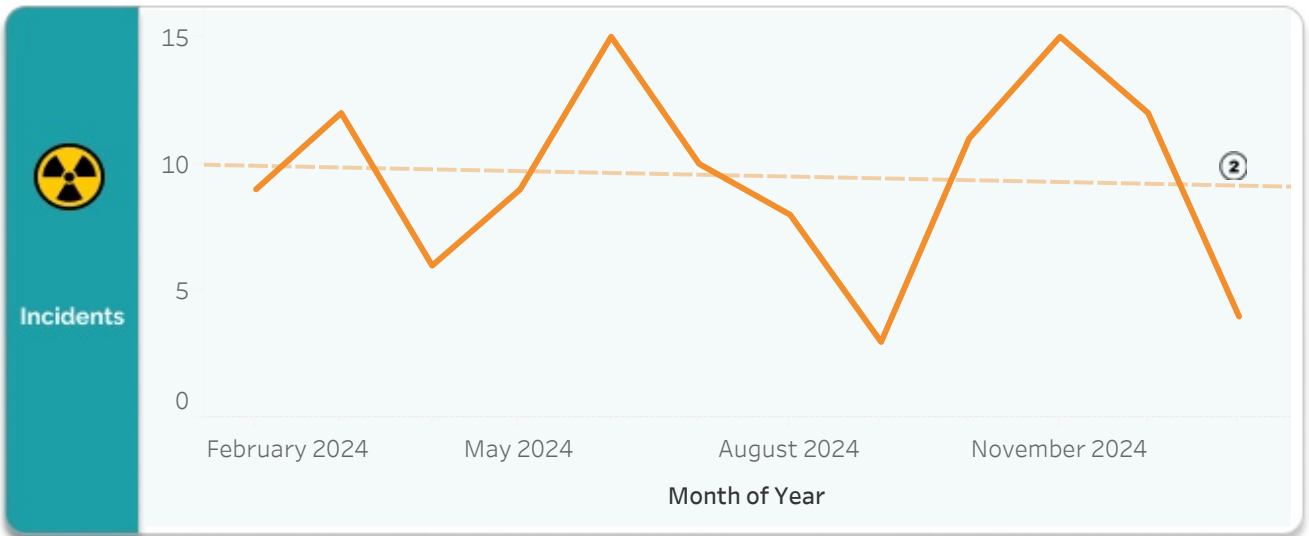
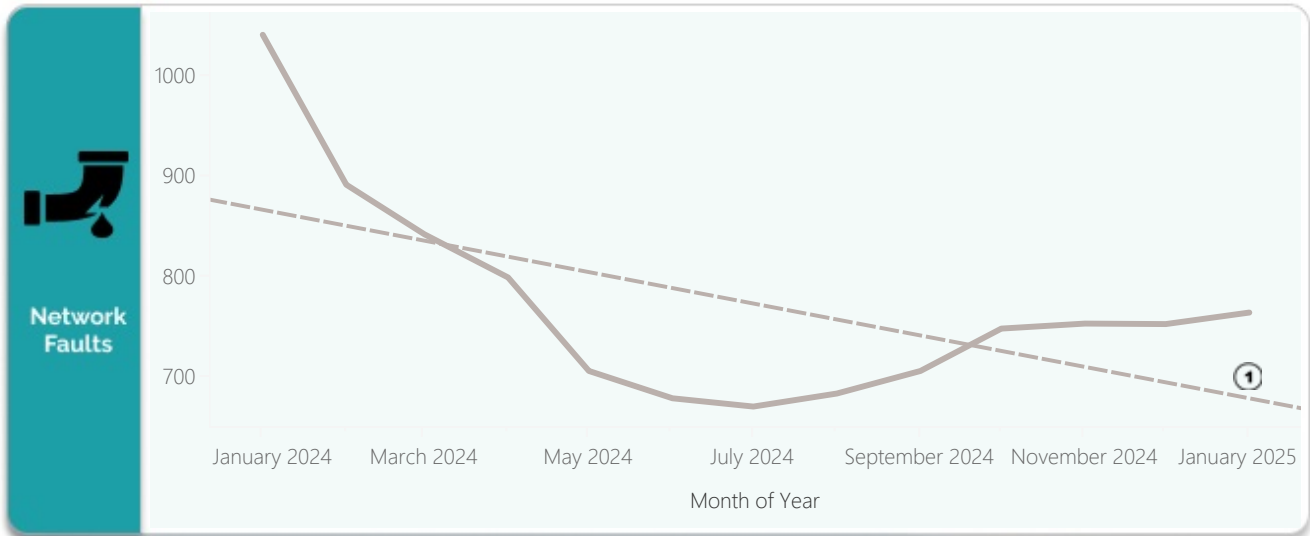
(VI) In January, the prompt response to urgent complaints, contacting customers within 15 minutes continued its upwards trend remaining well above target.

*Note that Health and Safety is reported on a regional level. *Also note that Report provides a snapshot in time. Analysis Date: 11/02/25



January Operations Report* - WCC

CUSTOMER OPERATIONS GROUP



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- ① Over the past 12 months, there has been a downward trend in Network Faults, largely due to a decrease in reported CSRs during the wetter months. However, as we transition into the drier months, we expect an upward trend in network faults.

② Over the past 12 months, the trend shows a downward momentum in Incidents reported.

③ Attendance within SLAs remains a challenge. This is due to the SLAs not being closely tied to the fiscal envelope. However, there has been notable improvements in our response times over the past few years.

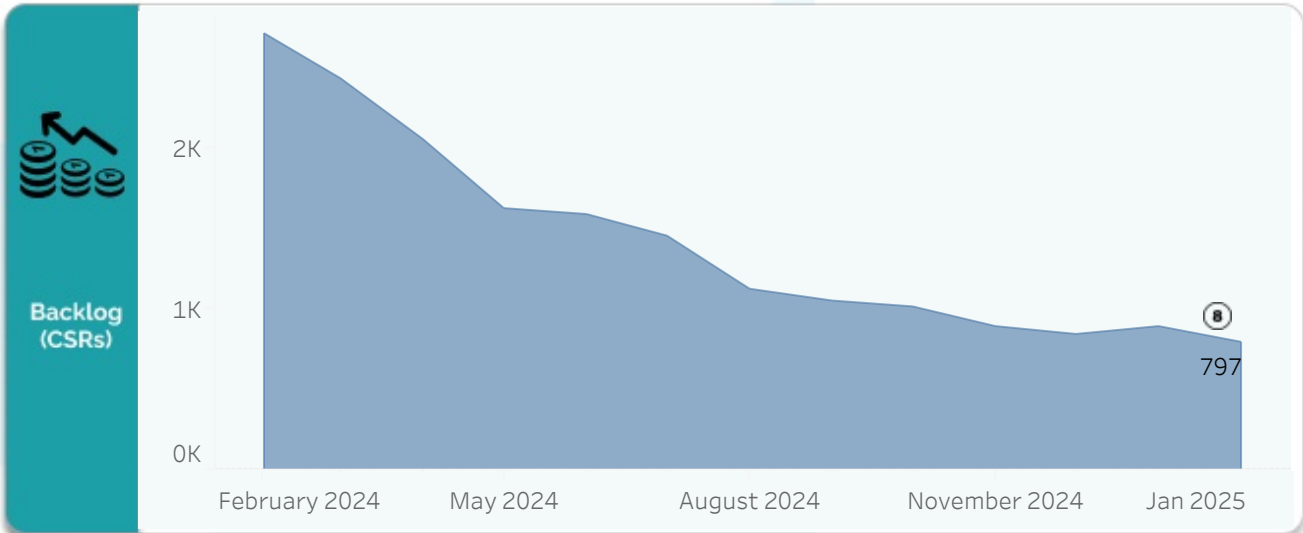
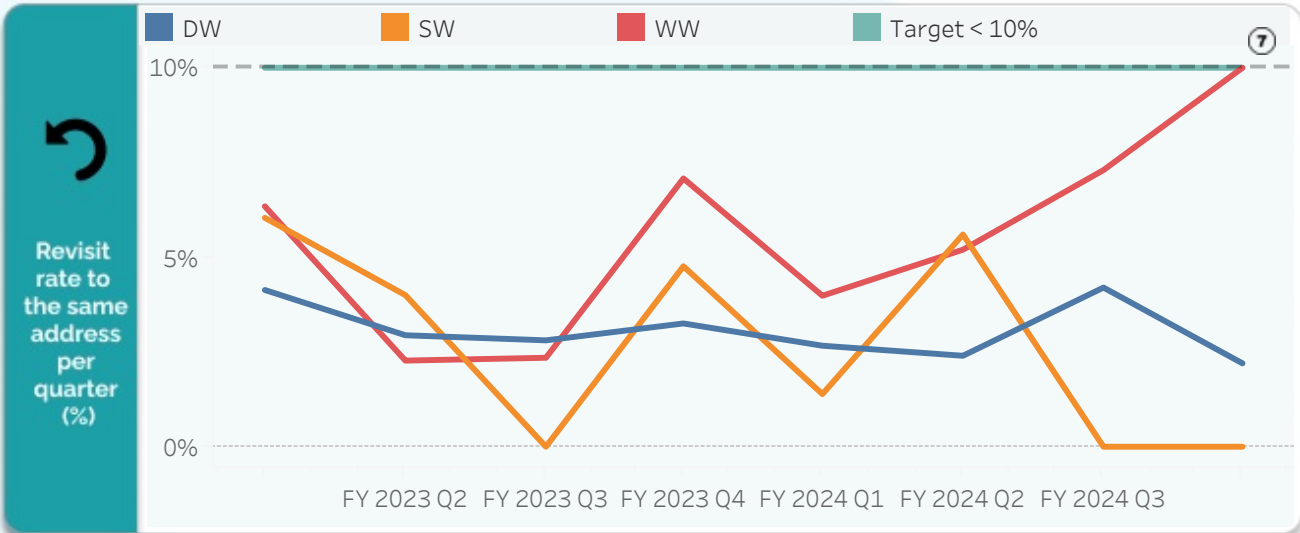
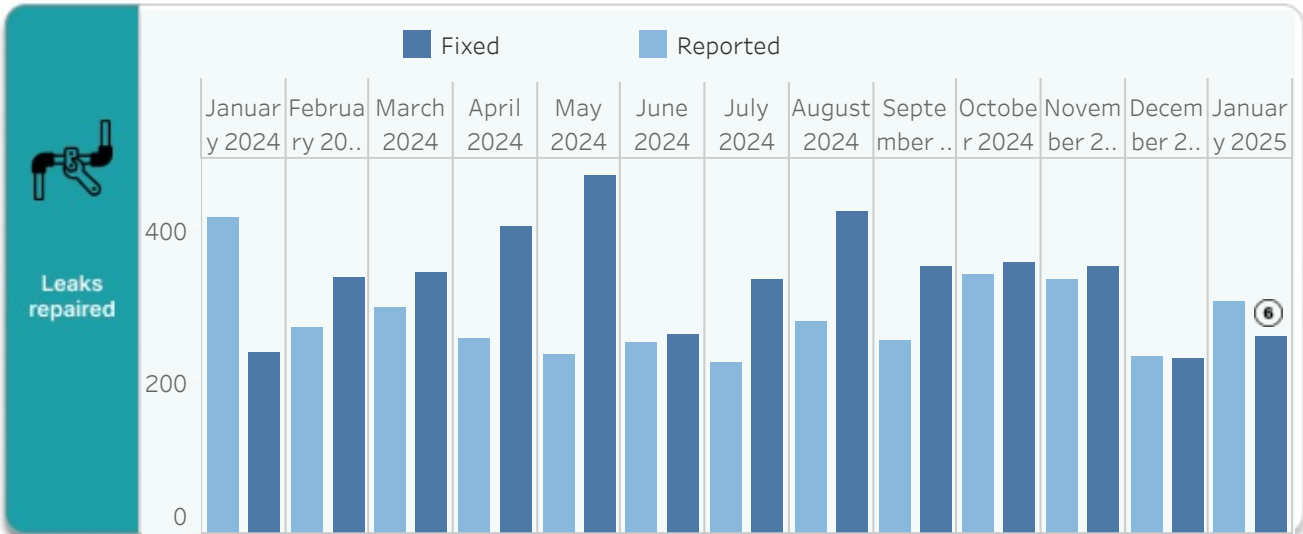
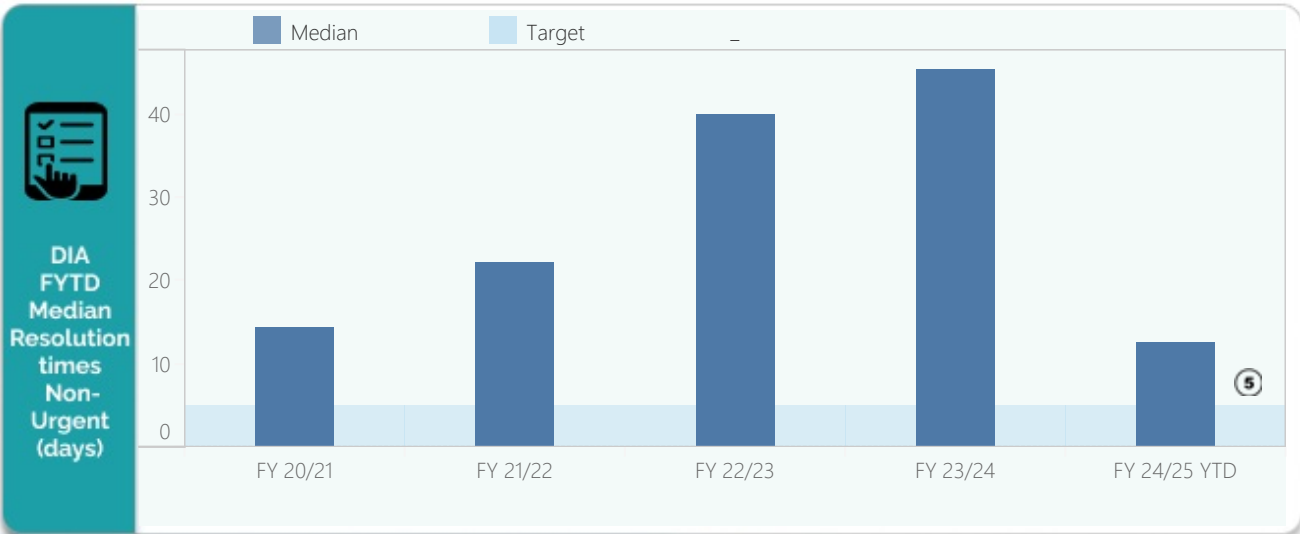
④ Resolution times has seen notable improvements over the past few years, currently meeting agreed-upon targets.

*Note that Report provides a snapshot in time. Analysis Date: 11/02/25



January Operations Report* - WCC

CUSTOMER OPERATIONS GROUP



- Insights
- ⑤ Progress in resolving non-urgent water jobs in WCC remains an issue. This is largely attributed to SLAs not being closely tied to the fiscal envelope, work volumes and process issues adversely impacting data accuracy. We have recognized that the ongoing process of onboarding new staff presents its own set of challenges within reporting and ensuring that our on-field behaviors dont impact reporting.

⑥ Progress in resolving leaks has maintained its positive momentum attributed to recent funding injections and associated resourcing. In January, we fixed 257 leaks.

⑦ The revisit rates are primarily reported by revisits to the same address due to limitations with the current systems. Note that a revisit to the same site is not a reflection of the quality of works done by the crews or contractors. An analysis conducted on jobs completed across the region for a six month period this year found that 1.7% of all jobs were identified as actual rework.

⑧ The current backlog of open CSRs stands at approximately 800 - with a peak in January 2024 of approximately 2800. Since then, we have observed a decline, attributed to recent funding injections and associated resourcing. These changes are beginning to positively impact our backlog, and we expect this trend to continue.

*Note that Report provides a snapshot in time. Analysis Date: 11/02/25

HEALTH & SAFETY (H & S) LAG INDICATORS (AT A GLANCE) *

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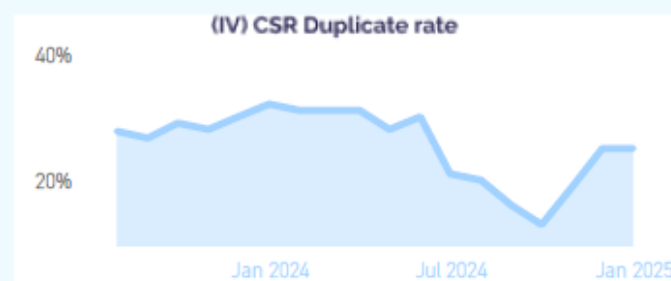
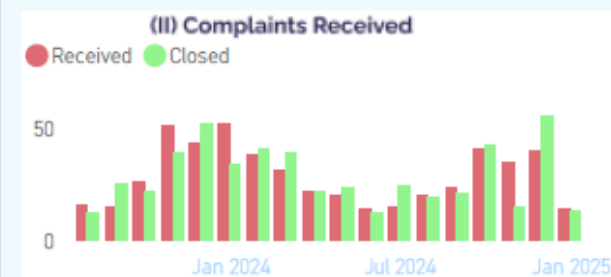
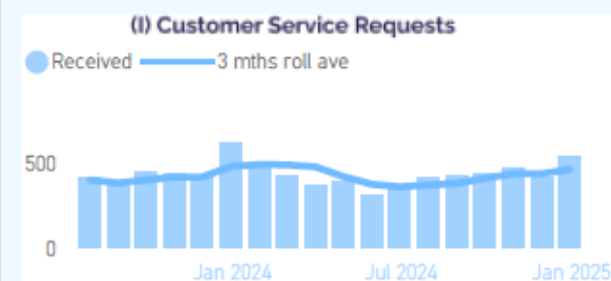
31
Safety Improvements
13▲
 from prev month
112 YTD

In January, there were 31 safety improvements. We are making a concerted effort to improve our health and safety performance, including a sub-contractor safety forum to address H & S performance.

47
CAMs cases raised
11▲
 from prev month
250 YTD

In January, 47 CAMs (H & S recording and reporting system) cases were raised.

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(I) Historical data reveals a recurring seasonal trend with Customer Service Requests with peak periods resulting during the drier months (comprising mostly of leaks) when the customers are more likely to notice and report the leaks.

(II) Similarly, there were increased customer complaints received in the summer months aligning with the dry season when visible leaks prompted more reports.

(III) 1 compliment received in January.

(IV) Duplicates rate for HCC in January was 25%.

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(V) Over the last six months, customer satisfaction has shown steady improvements. Satisfaction with WWL's urgent job responses remained consistently high. Non-urgent job satisfaction improved significantly after lower ratings earlier in the year. This positive trend is likely attributed to increased funding, enhanced resources, and ongoing improvements in job management, which have effectively reduced backlog and improved response times for non-urgent jobs.

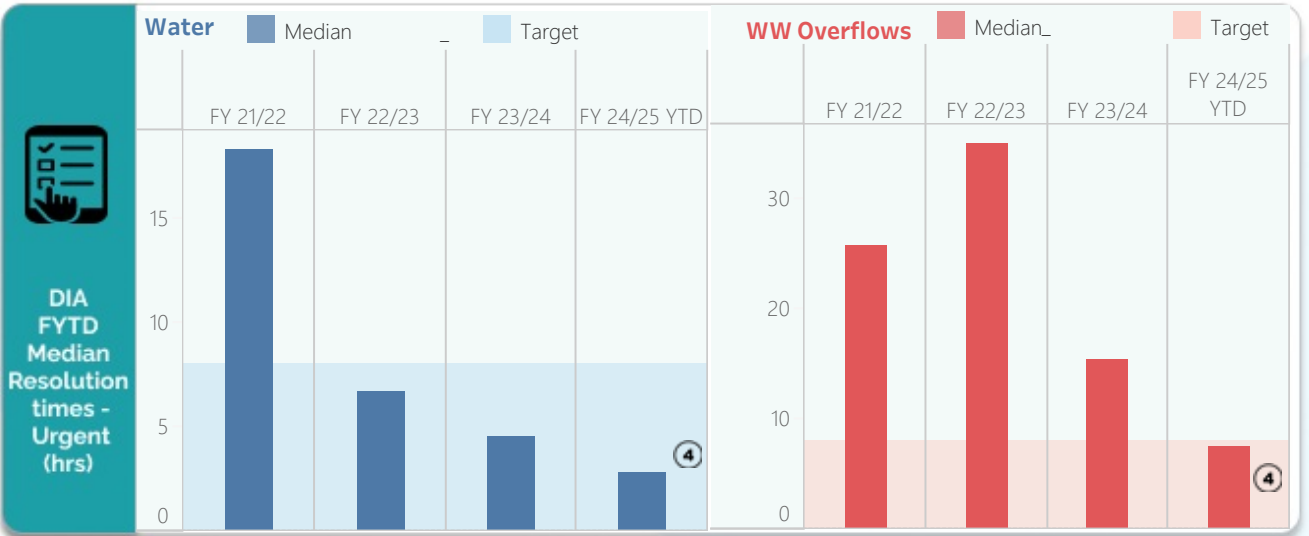
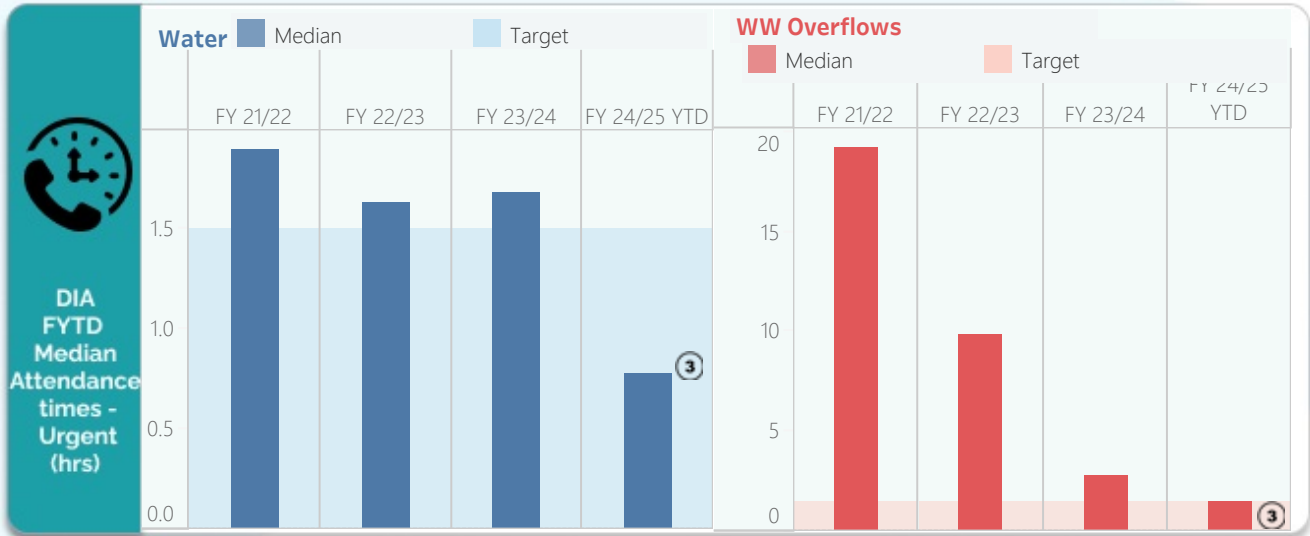
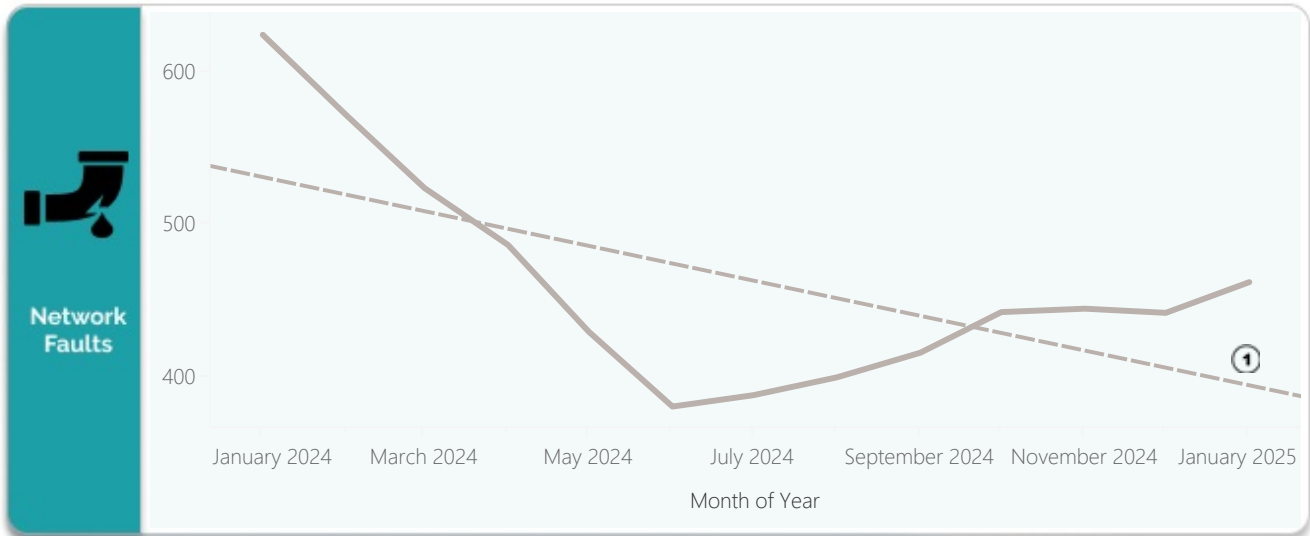
(VI) In January, the prompt response to urgent complaints, contacting customers within 15 minutes continued its upwards trend remaining well above target.

*Note that Health and Safety is reported on a regional level. *Also note that Report provides a snapshot in time. Analysis Date: 11/02/25



January Operations Report* - HCC

CUSTOMER OPERATIONS GROUP



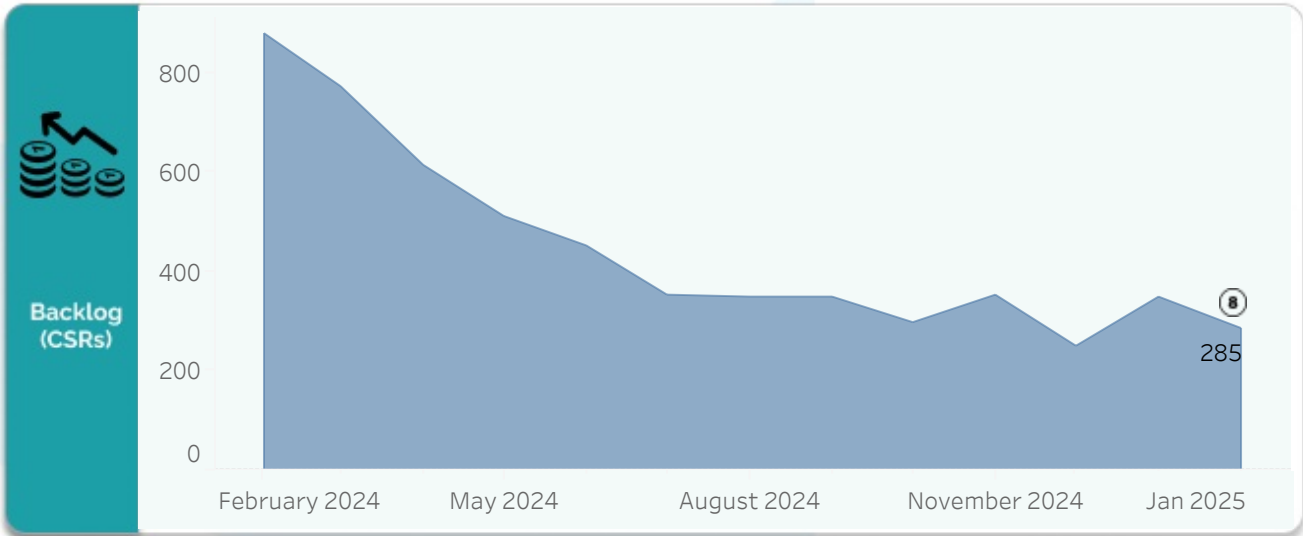
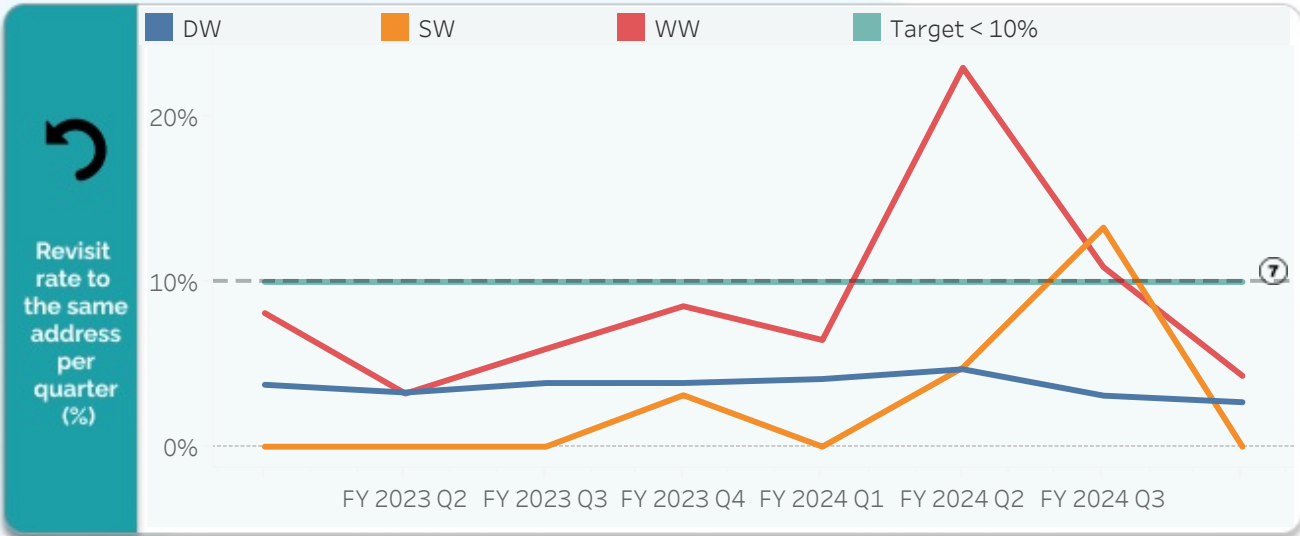
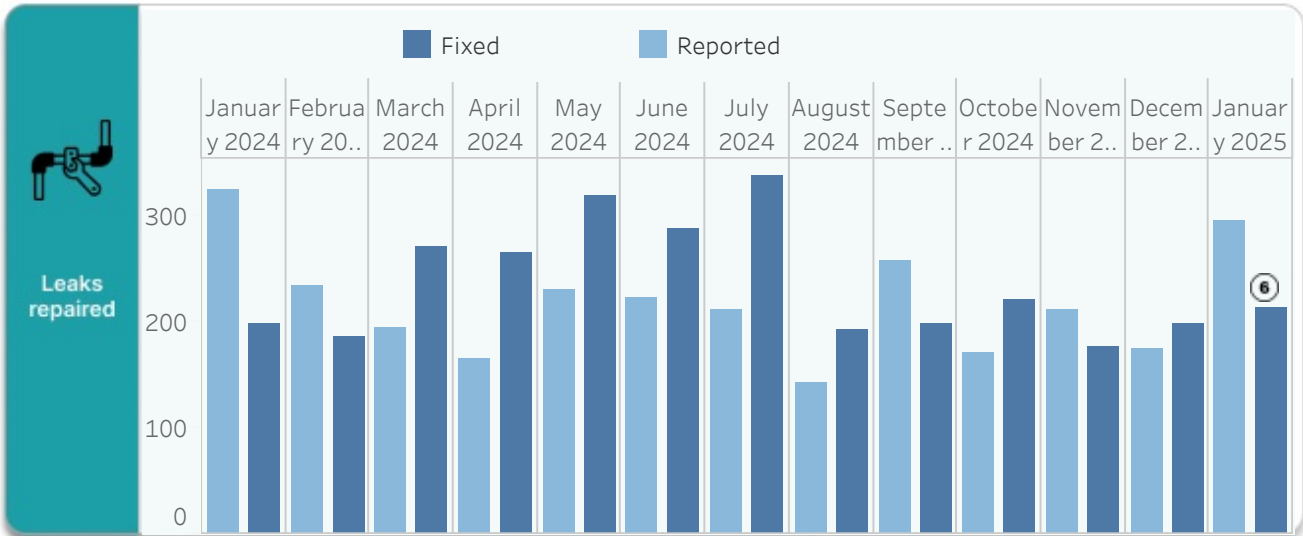
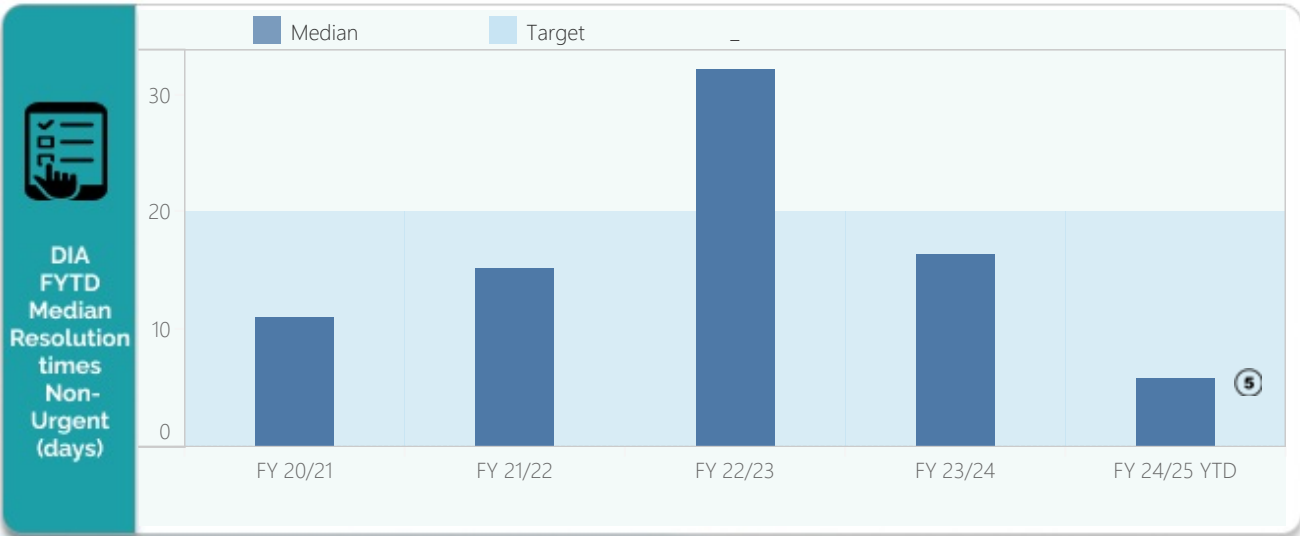
- Insights
- ① Over the past 12 months, there has been a downward trend in Network Faults, largely due to a decrease in reported CSRs during the wetter months. However, as we transition into the drier months, we expect an upward trend in network faults.
 - ② Over the past 12 months, the trend shows a upward momentum in Incidents reported.
 - ③ Attendance within SLAs for urgent jobs is on track.
 - ④ Progress in resolving urgent jobs is on track

*Note that Report provides a snapshot in time. Analysis Date: 11/02/25



January Operations Report* - HCC

CUSTOMER OPERATIONS GROUP



-
- Insights

5

Progress in resolving non-urgent water jobs is on track.

6

Progress in resolving leaks has maintained its positive momentum attributed to recent funding injections and associated resourcing. In January, we fixed 211 leaks.

7

The revisit rates are primarily reported by revisits to the same address due to limitations with the current systems. Note that a revisit to the same site is not a reflection of the quality of works done by the crews or contractors. An analysis conducted on jobs completed across the region for a six month period this year found that 1.7% of all jobs were identified as actual rework.

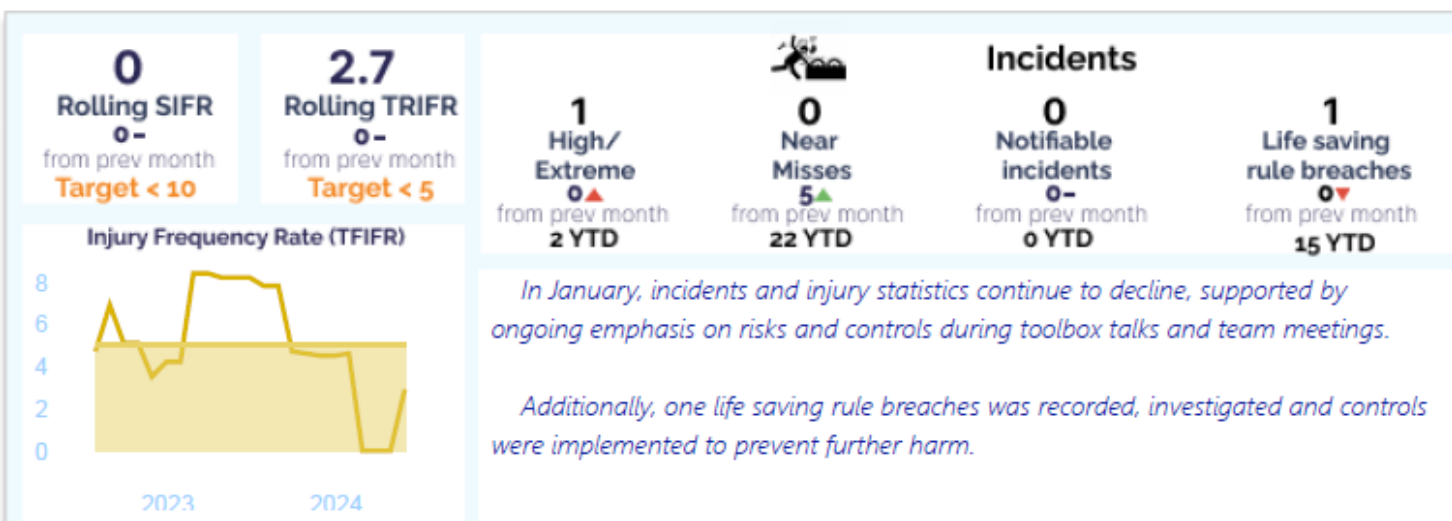
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The current backlog of open CSRs stands at approximately 285 - with a peak in January of approximately 900. Since then, we have observed a decline, attributed to recent funding injections and associated resourcing. These changes are beginning to positively impact our backlog, and we expect this trend to continue.

*Note that Report provides a snapshot in time. Analysis Date: 11/02/25

HEALTH & SAFETY (H & S) LAG INDICATORS (AT A GLANCE) *

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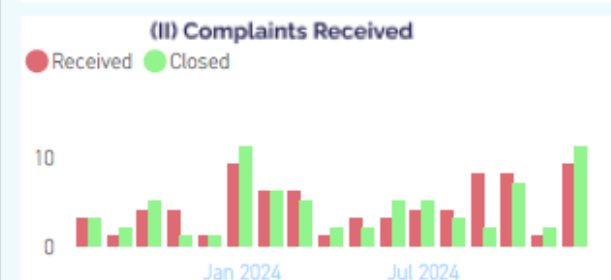
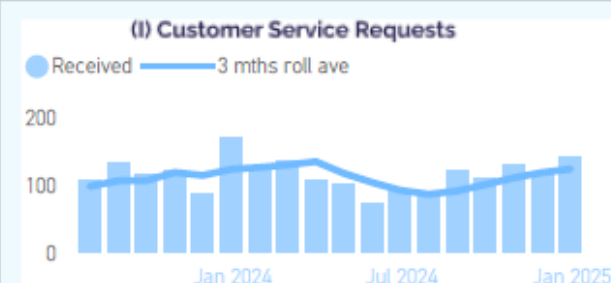
 **31**
Safety Improvements
13▲
from prev month
112 YTD

In January, there were 31 safety improvements. We are making a concerted effort to improve our health and safety performance, including a sub-contractor safety forum to address H & S performance.

 **47**
CAMs cases raised
11▲
from prev month
250 YTD

In January, 47 CAMs (H & S recording and reporting system) cases were raised.

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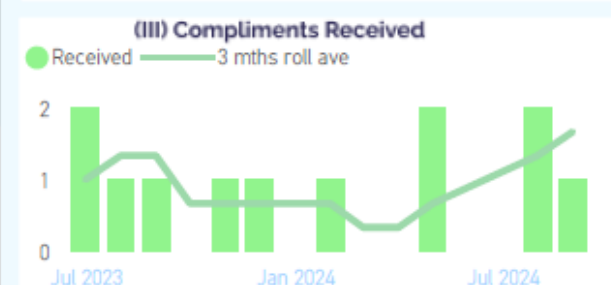


(I) Historical data reveals a recurring seasonal trend with Customer Service Requests with peak periods resulting during the drier months (comprising mostly of leaks) when the customers are more likely to notice and report the leaks.

(II) Customer complaints increased from the previous month.

(III) No compliments received in January.

(IV) In January, duplicates rate increased to 28%.



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(V) Over the last six months, customer satisfaction has shown substantial improvement, averaging 72% with a notable increase from 33% in January to a peak of 88% in August. The decline observed in December is likely due to a low sample size for that month.

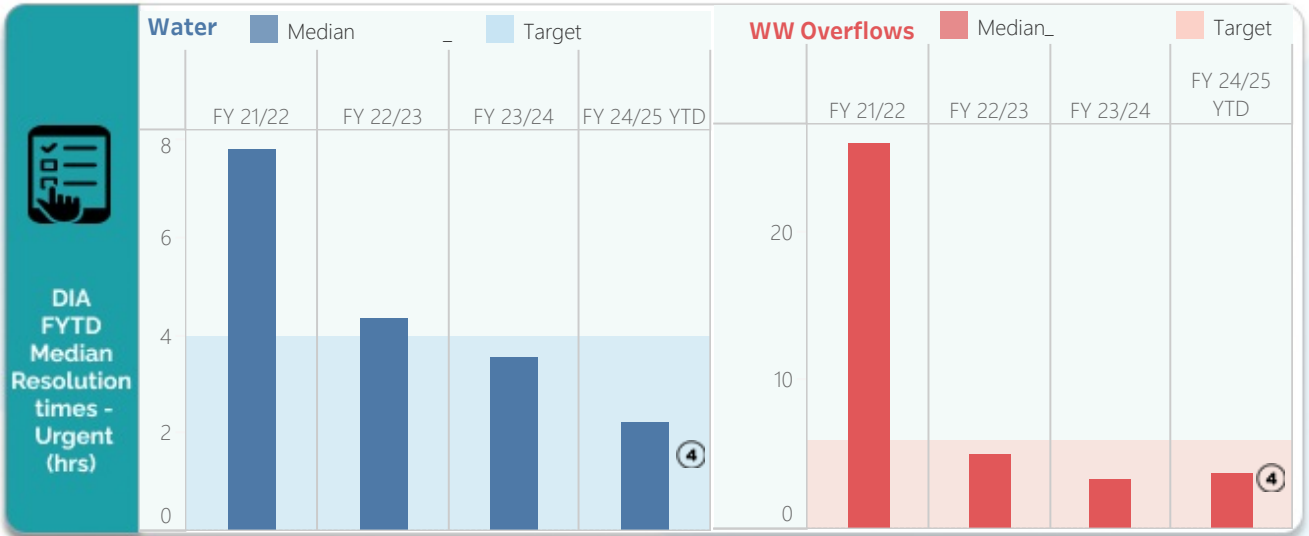
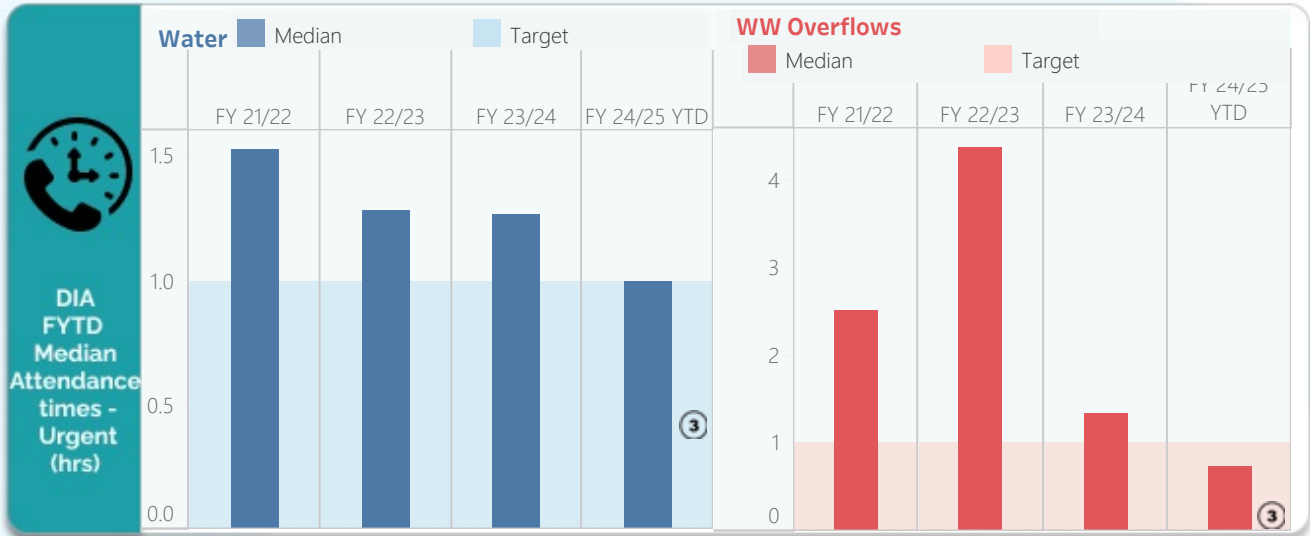
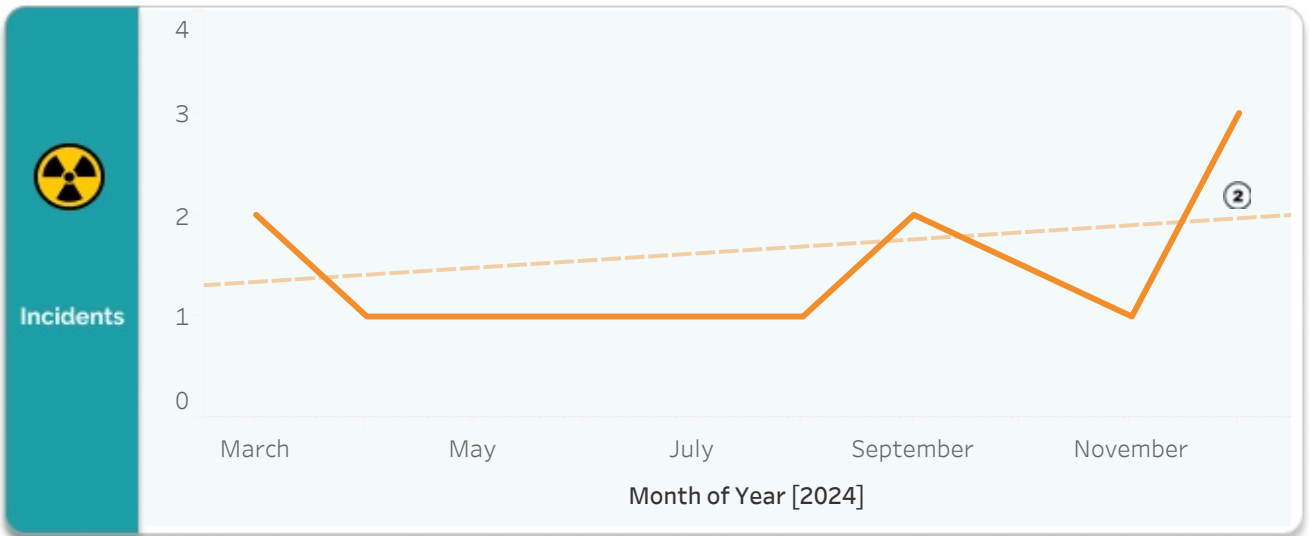
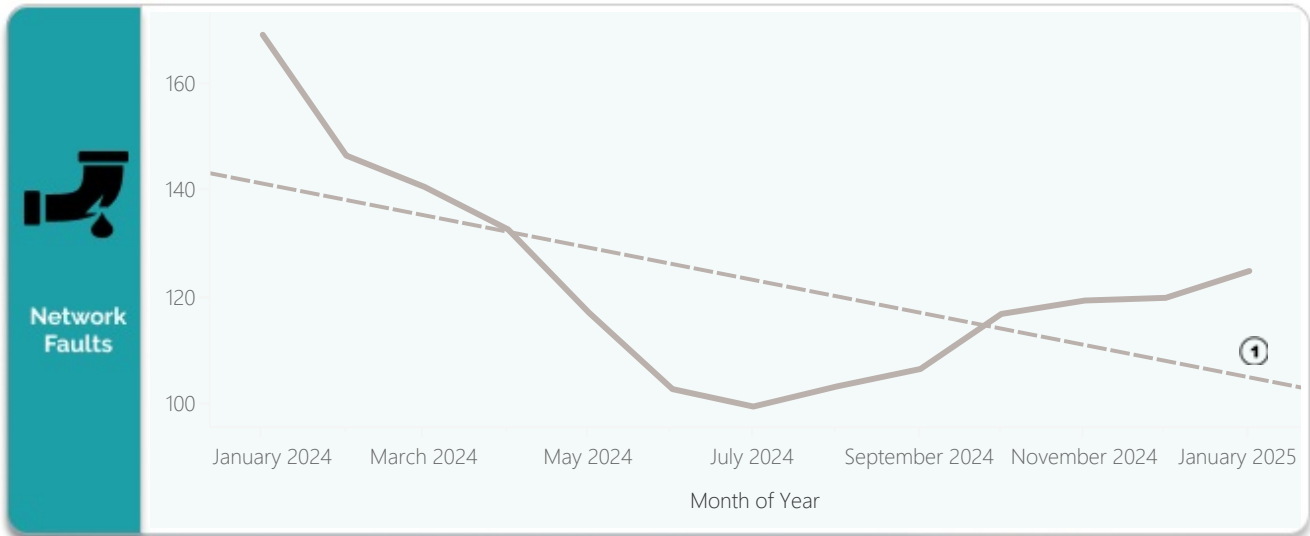
(VI) In January, we upheld our excellence in urgent complaint resolution by contacting all customers within 15 minutes of raising an urgent complaint.

*Note that Health and Safety is reported on a regional level. *Also note that Report provides a snapshot in time. Analysis Date: 11/02/25



January Operations Report* - UHCC

CUSTOMER OPERATIONS GROUP



- Insights
- ① Over the past 12 months, there has been a downward trend in Network Faults, largely due to a decrease in reported CSRs during the wetter months. However, as we transition into the drier months, we expect an upward trend in network faults.

② Incident Management continues an upward trend over the last 12 months, further impacting on our resources and our ability to manage BAU while we continue to stretch the rubber band even further.

③ Attendance within SLAs is on track.

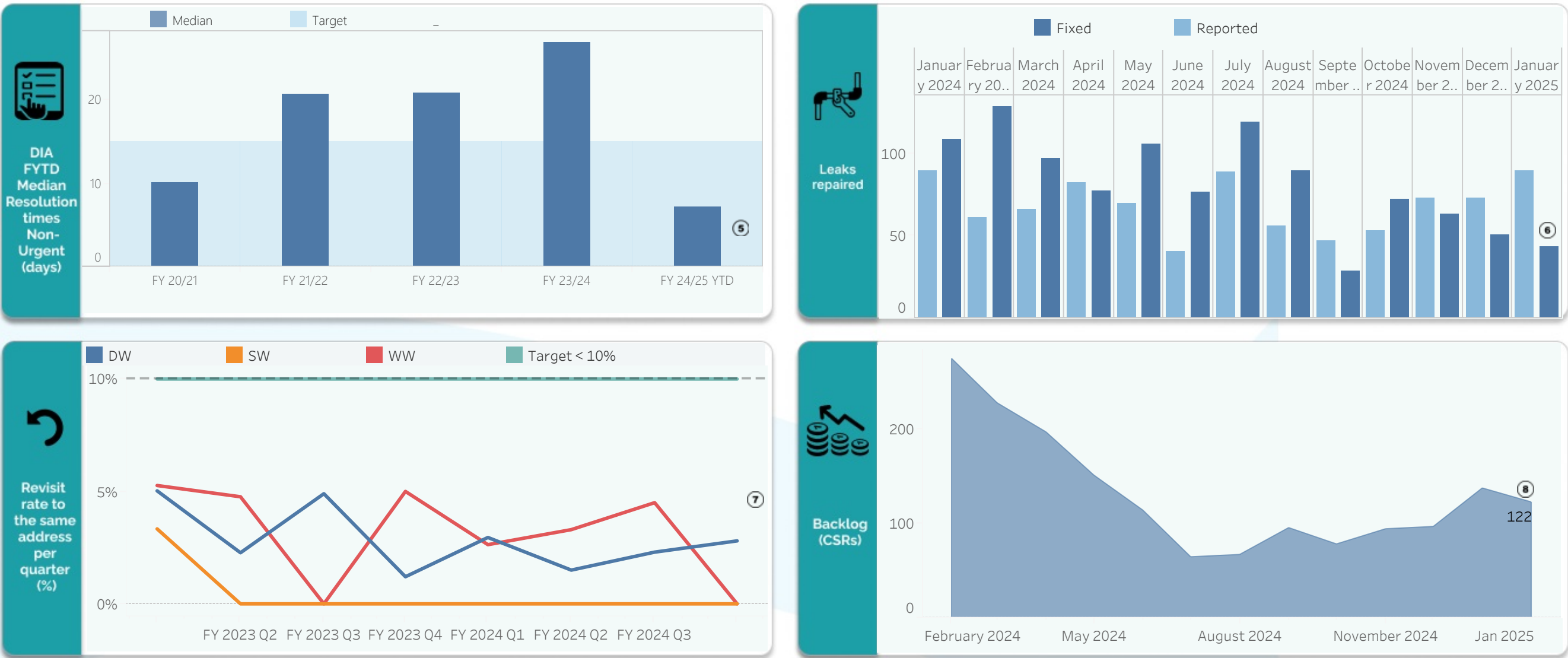
④ Resolution within SLAs is on track

*Note that Report provides a snapshot in time. Analysis Date: 11/02/25



January Operations Report* - UHCC

CUSTOMER OPERATIONS GROUP



- Insights
- 5

Progress in resolving non-urgent water jobs is on track
- 6

Progress in resolving leaks has maintained its positive momentum attributed to recent funding injections and associated resourcing. In January, we fixed 43 leaks.
- 7

The revisit rates are primarily reported by revisits to the same address due to limitations with the current systems. Note that a revisit to the same site is not a reflection of the quality of works done by the crews or contractors. An analysis conducted on jobs completed across the region for a six month period this year found that 1.7% of all jobs were identified as actual rework.
- 8

The current backlog of open CSRs stands at approximately 122 - with a peak in January 2024 of approximately 380. Since then, we have observed a decline, attributed to recent funding injections and associated resourcing. These changes are beginning to positively impact our backlog, and we expect this trend to continue especially as we transition into the winter season.

*Note that Report provides a snapshot in time. Analysis Date: 11/02/25

HEALTH & SAFETY (H & S) LAG INDICATORS (AT A GLANCE) *

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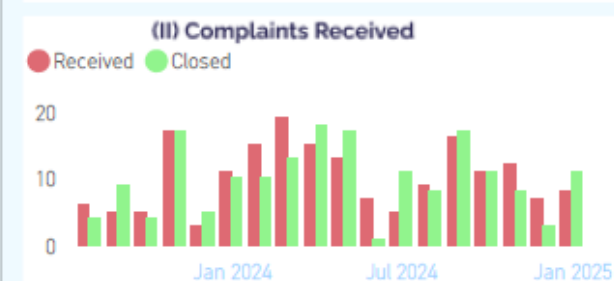
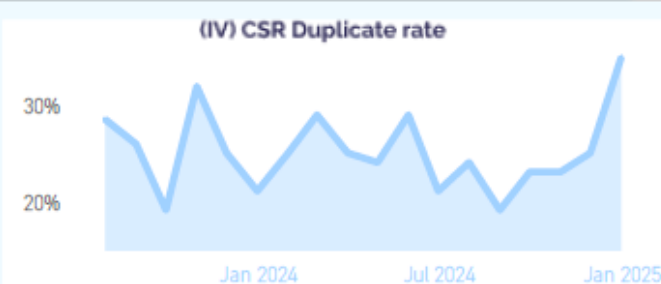


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In January, 47 CAMs (H & S recording and reporting system) cases were raised.

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Y



(I) Historical data reveals a recurring seasonal trend with Customer Service Requests with peak periods resulting during the drier months (comprising mostly of leaks) when the customers are more likely to notice and report the leaks.

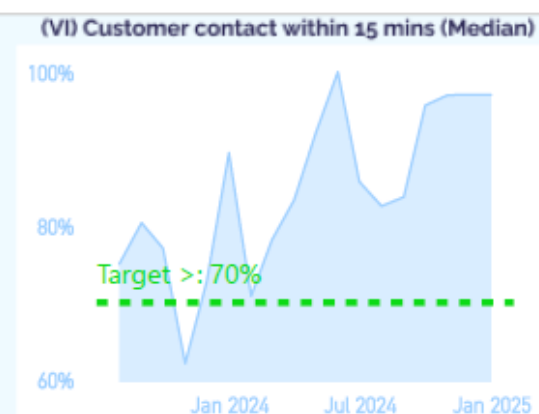
(II) Customer complaints increased from the previous month.

(III) No compliments received in January.

(IV) Duplicates rate for January was 35%.



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(V) The average satisfaction rate over the last 6 months was 77%. Customer satisfaction with WWL's urgent job responses remained consistently high. Satisfaction with non-urgent job responses also showed steady improvement.

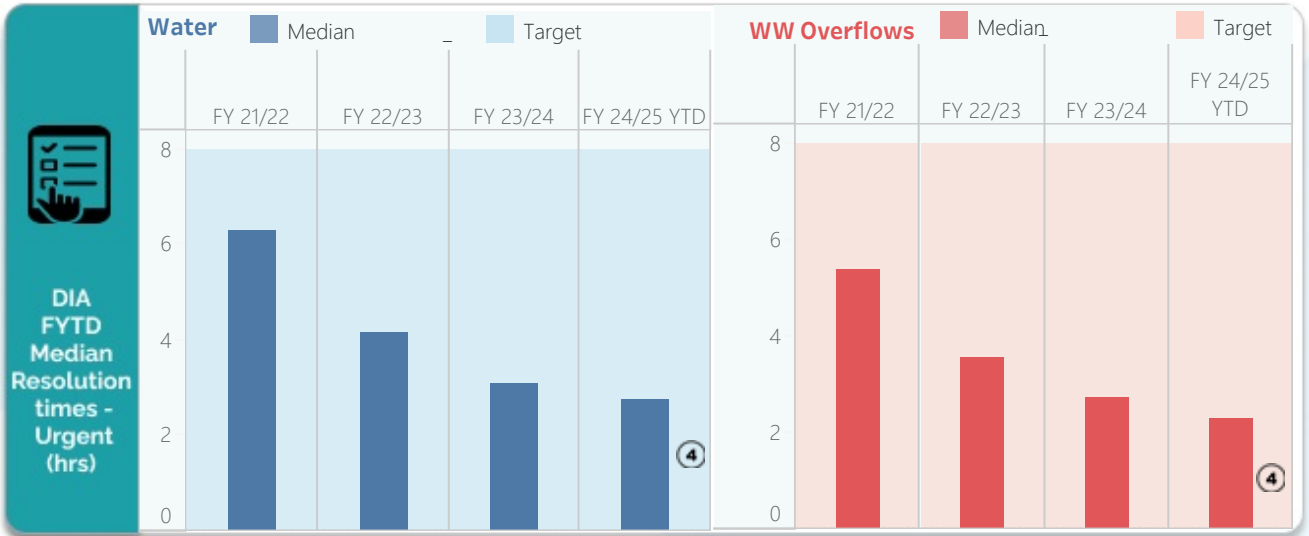
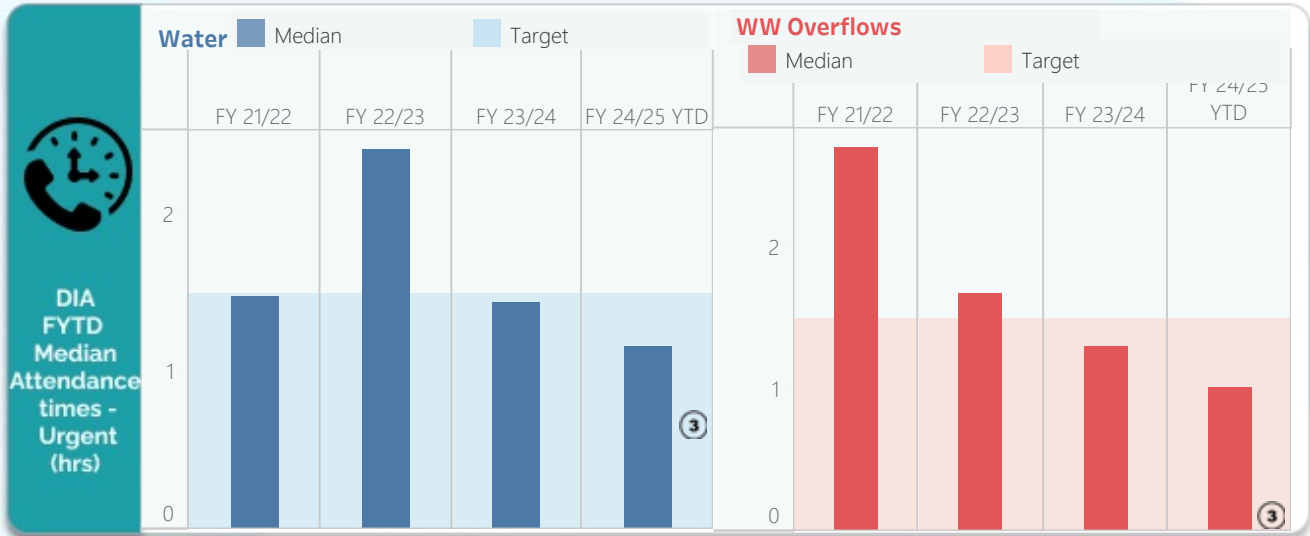
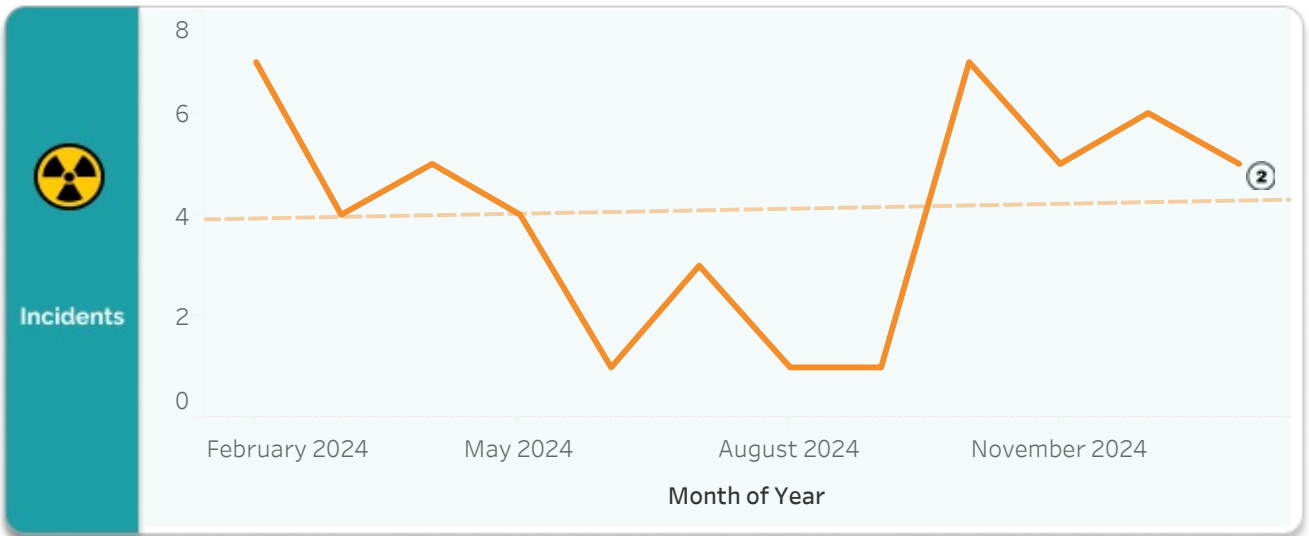
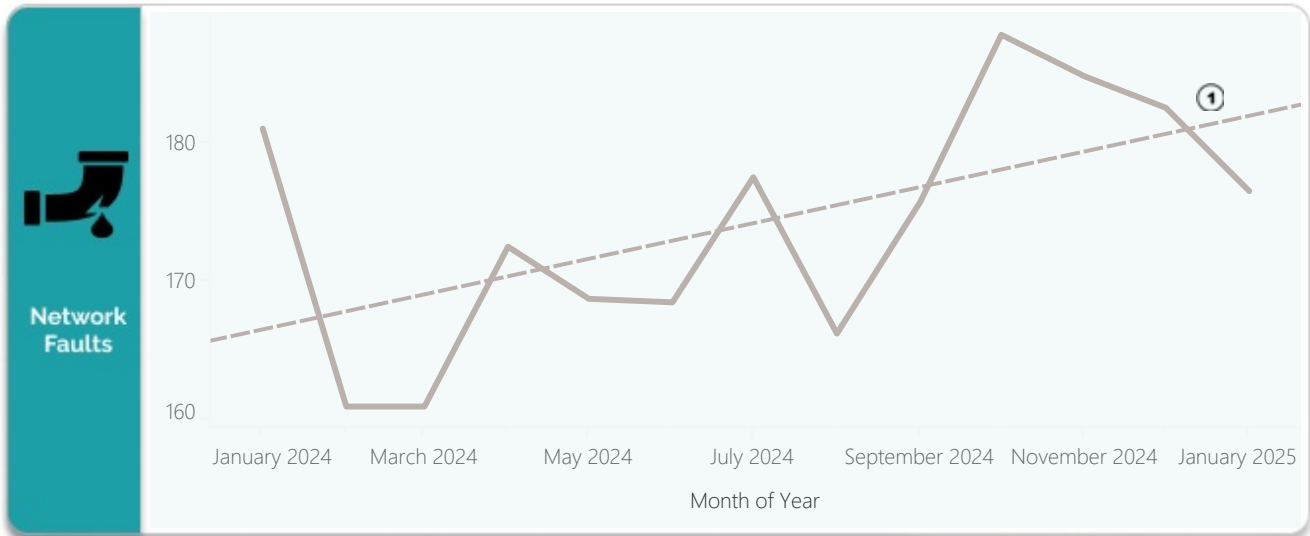
(VI) In January, the prompt response to urgent complaints, contacting customers within 15 minutes continued its upwards trend remaining well above target.

*Note that Health and Safety is reported on a regional level. *Also note that Report provides a snapshot in time. Analysis Date: 11/02/25



January Operations Report* - PCC

CUSTOMER OPERATIONS GROUP



-
- ① Over the past 12 months, the trend shows a consistent upward momentum in Network Faults.

② Over the past 12 months, the trend shows a slightly upward momentum in Incidents reported

③ Progress in responding to urgent jobs is on track.

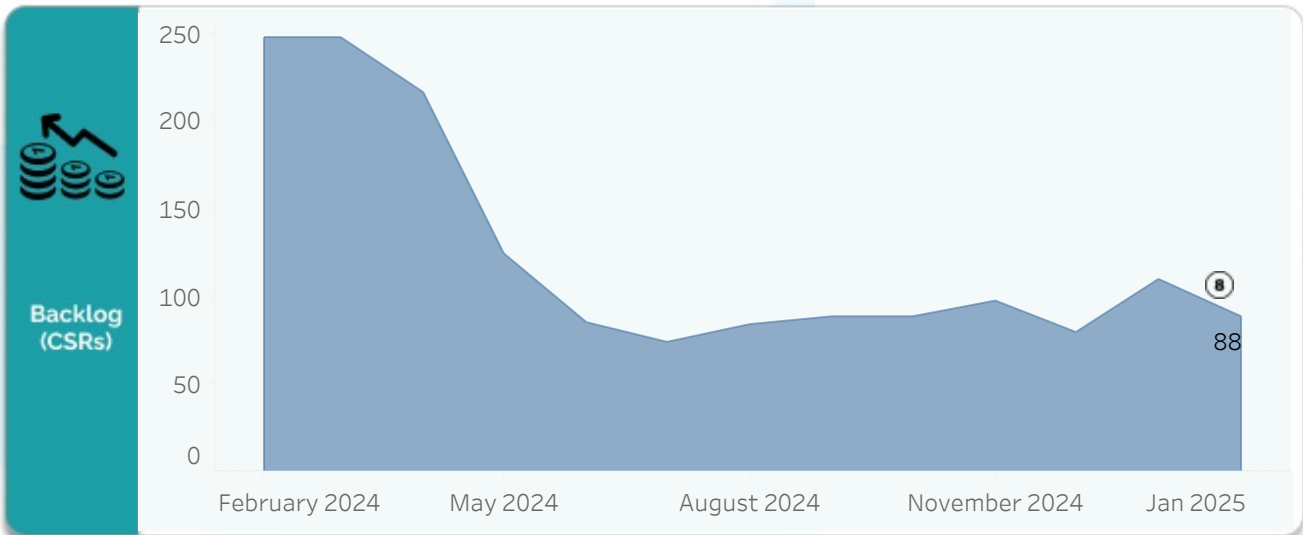
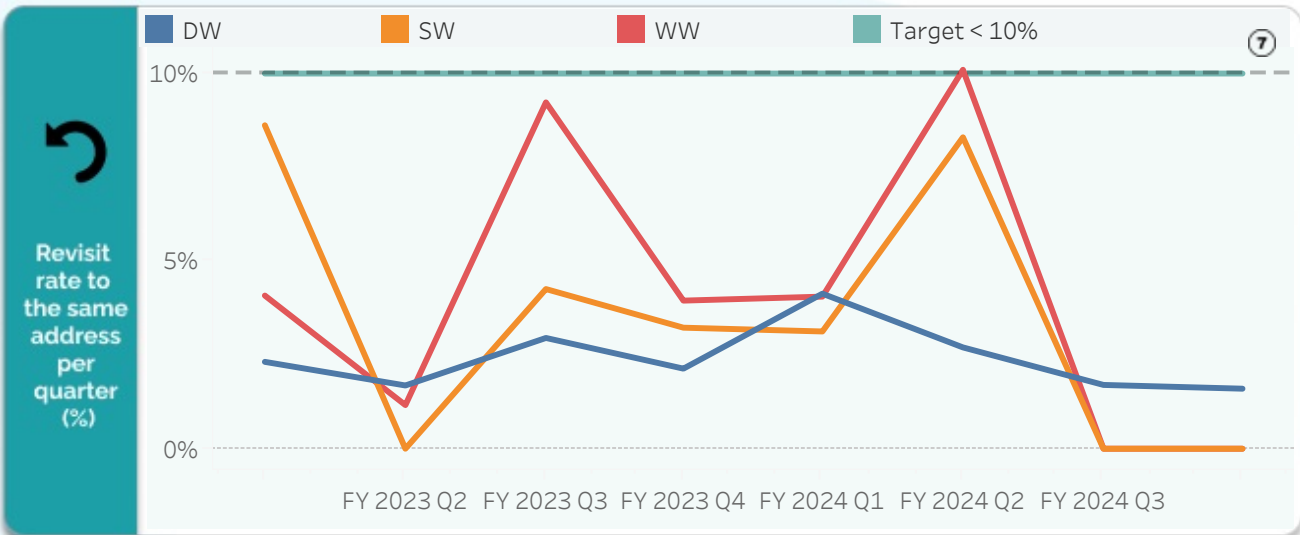
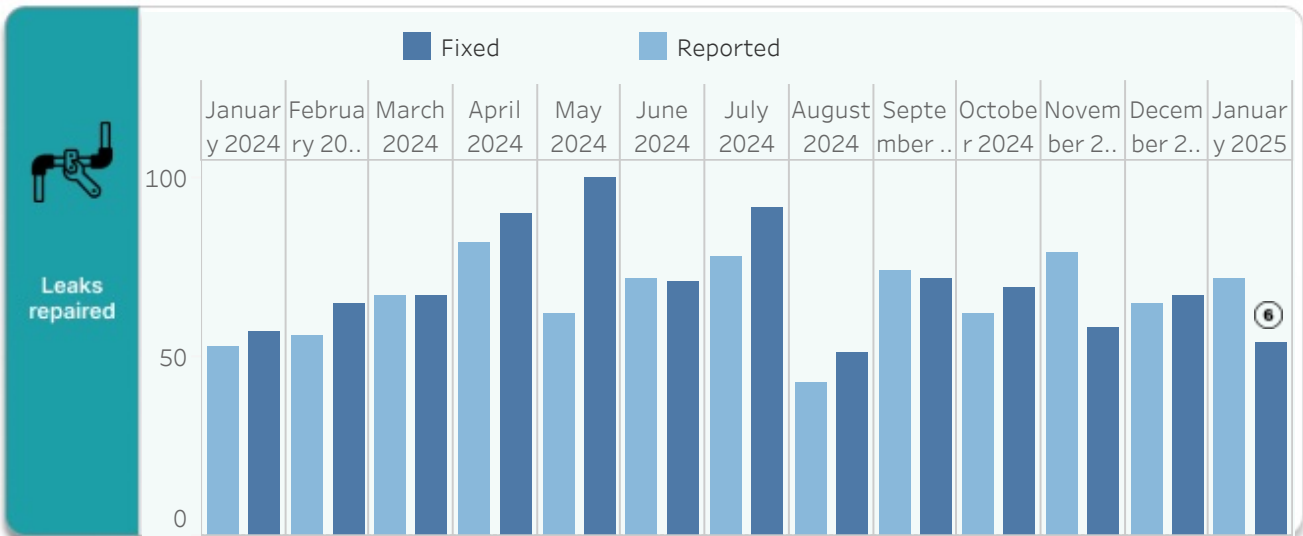
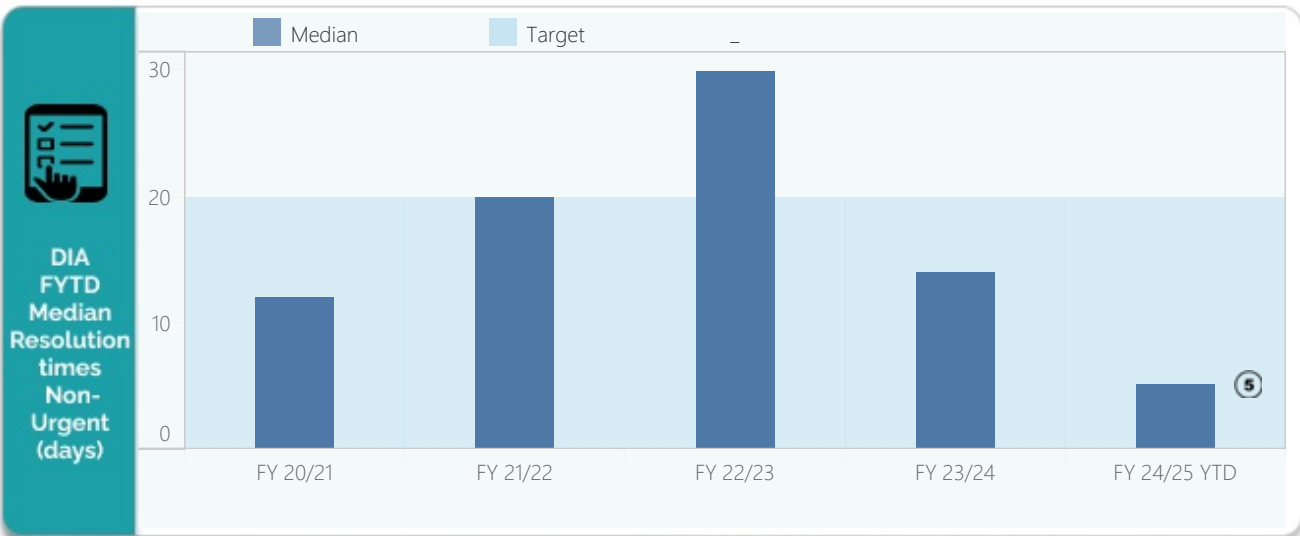
④ Progress in resolving urgent jobs is on track.

*Note that Report provides a snapshot in time. Analysis Date: 11/02/25



January Operations Report* - PCC

CUSTOMER OPERATIONS GROUP



- Insights

5

Progress in resolving non-urgent water jobs is on track.

6

Progress in resolving leaks has maintained its positive momentum attributed to recent funding injections and associated resourcing. In January, we fixed 53 leaks.

7

The revisit rates are primarily reported by revisits to the same address due to limitations with the current systems. Note that a revisit to the same site is not a reflection of the quality of works done by the crews or contractors. An analysis conducted on jobs completed across the region for a six month period this year found that 1.7% of all jobs were identified as actual rework.

8

The current backlog of open CSRs stands at approximately 90 - with a peak in January of approximately 270. Since then, we have observed a decline, attributed to funding injections and associated resourcing. These changes are beginning to positively impact our backlog, and we expect this trend to continue especially as we transition into the winter season.

*Note that Report provides a snapshot in time. Analysis Date: 11/02/25

HEALTH & SAFETY (H & S) LAG INDICATORS (AT A GLANCE) *

H & S LEAD INDICATORS *



In January, there were 31 safety improvements. We are making a concerted effort to improve our health and safety performance, including a sub-contractor safety forum to address H & S performance.



In January, 47 CAMs (H & S recording and reporting system) cases were raised.

CUSTOMER ACTIVITY



CUSTOMER SATISFACTION

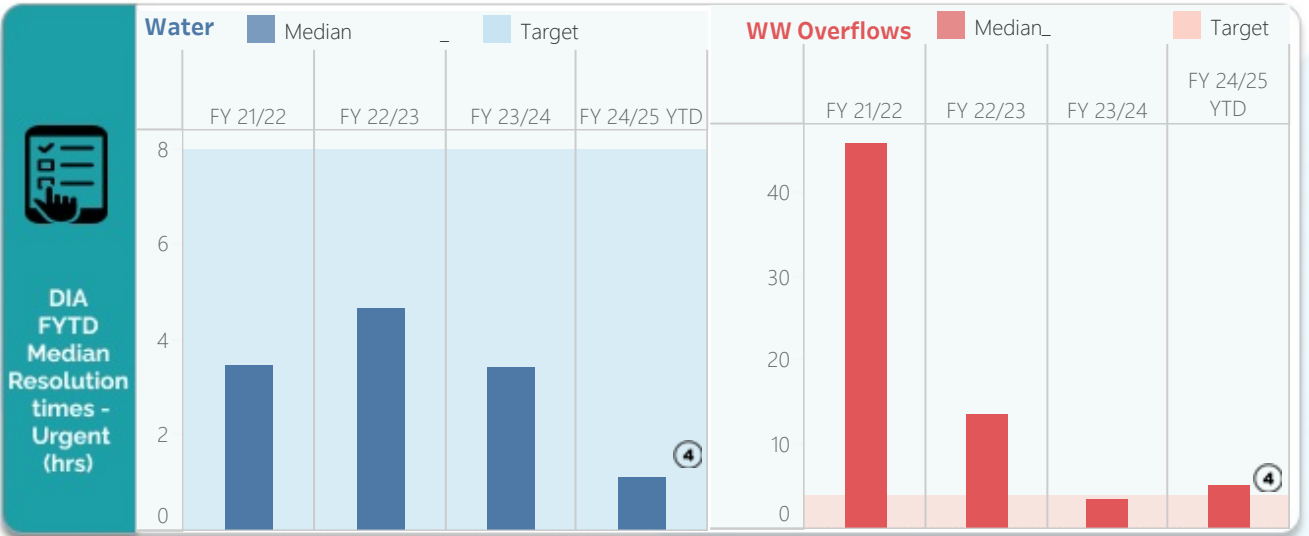
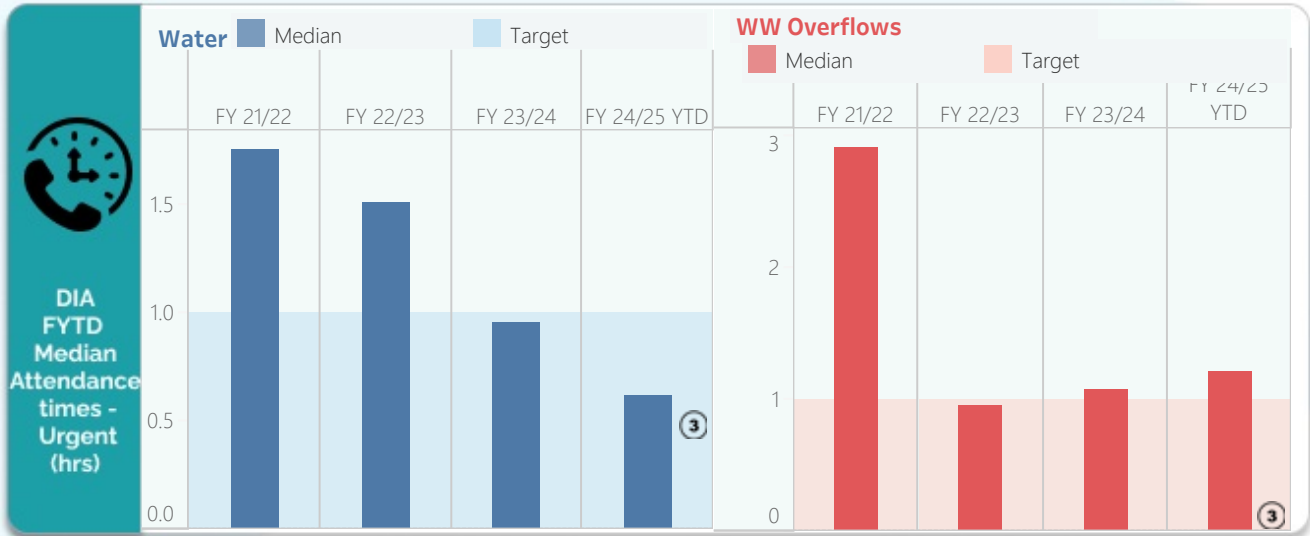
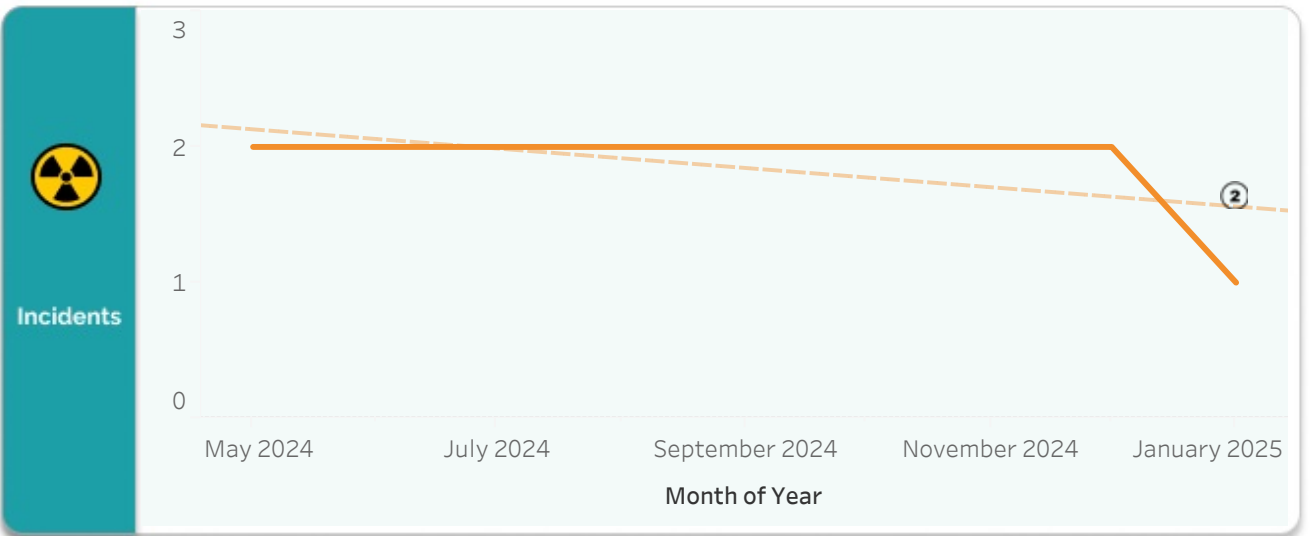
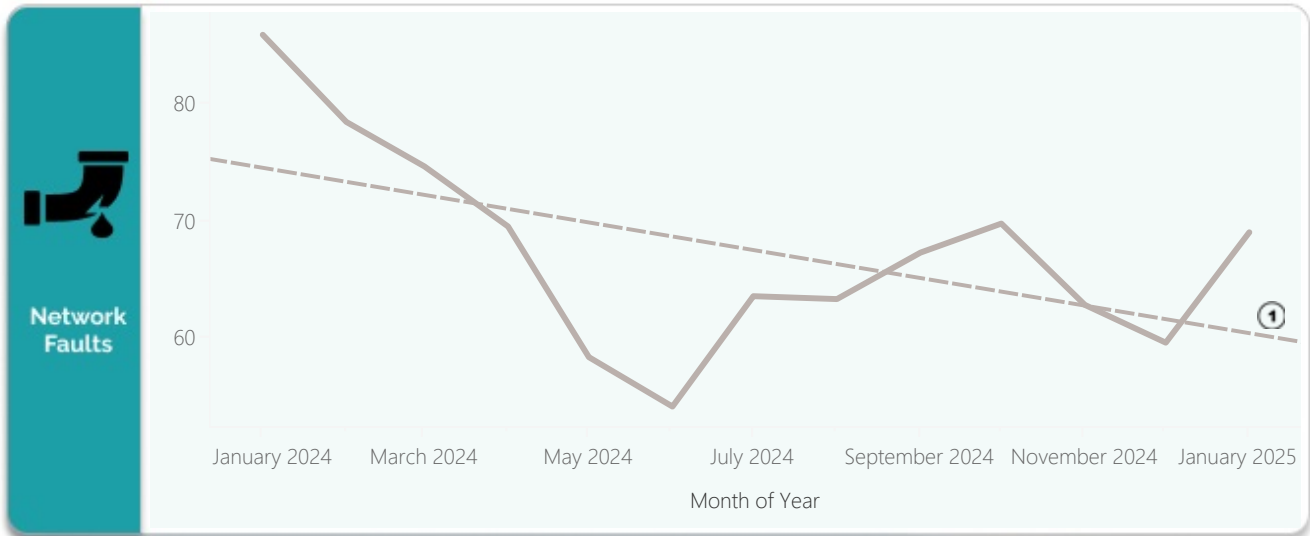


*Note that Health and Safety is reported on a regional level. *Also note that Report provides a snapshot in time. Analysis Date: 11/02/25



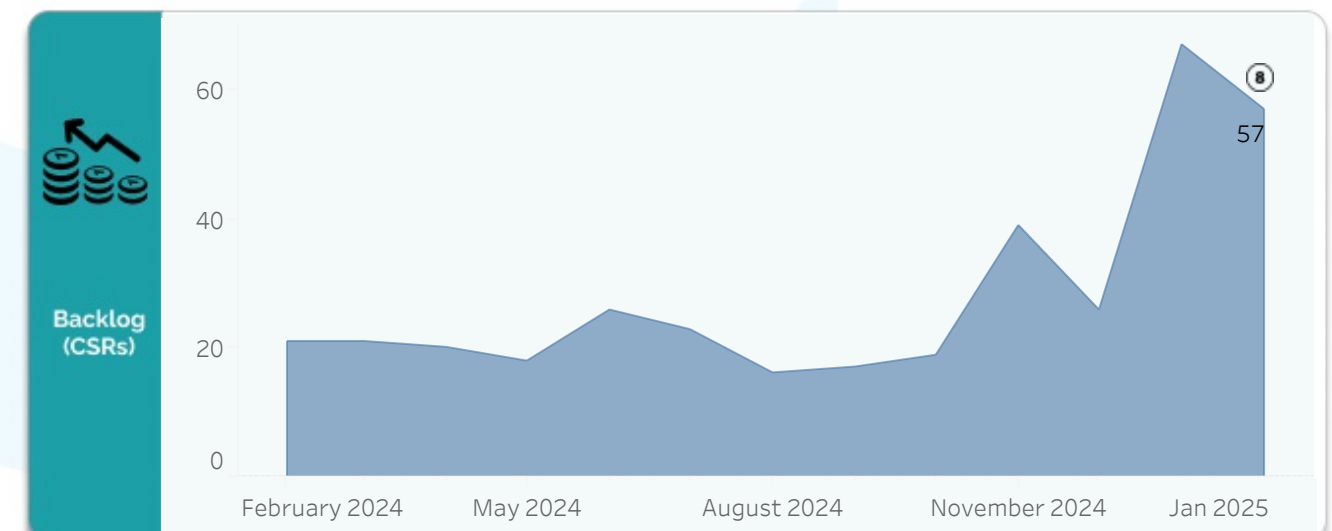
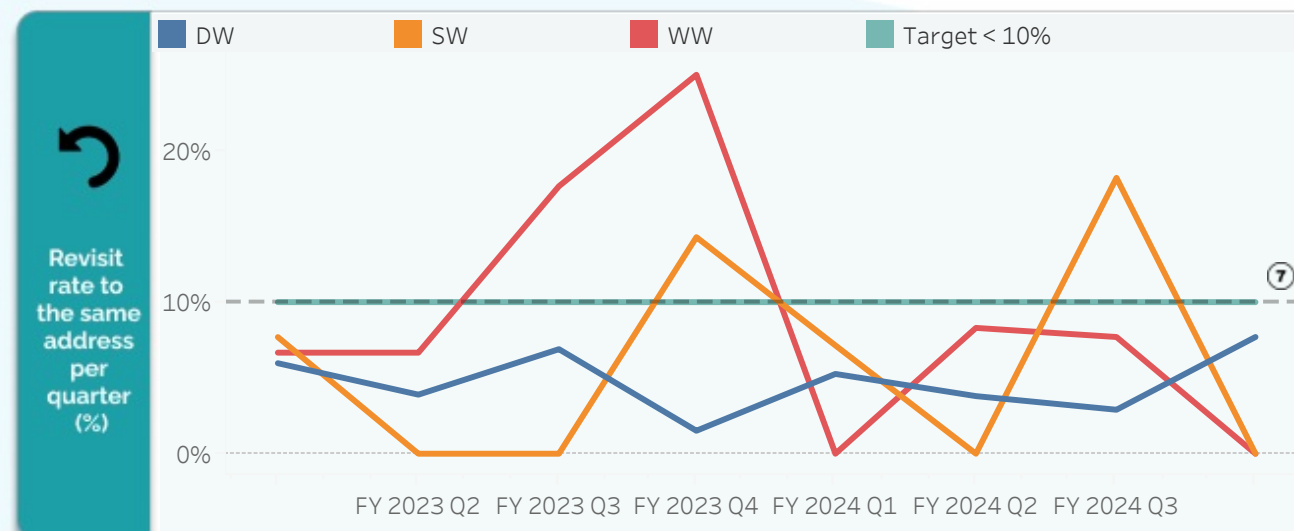
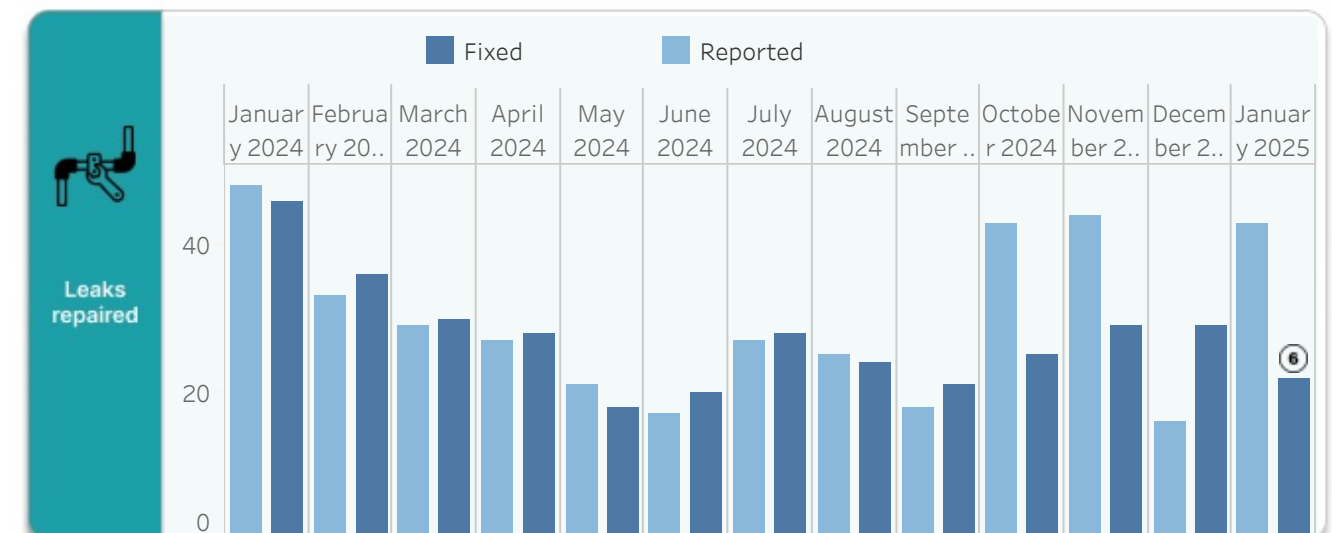
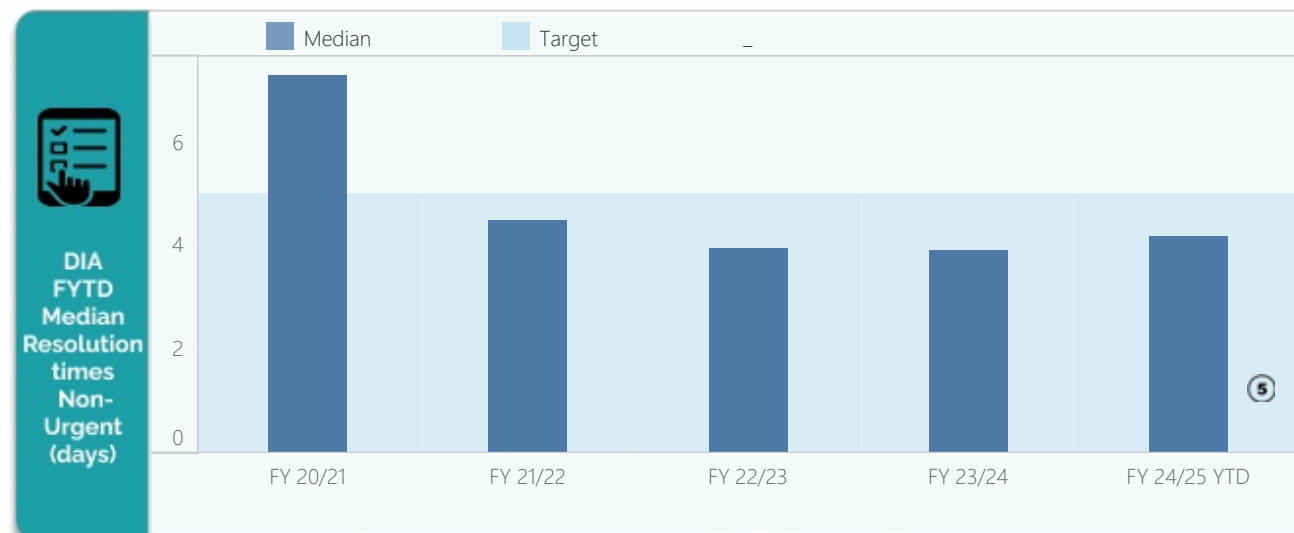
January Operations Report *- SWDC

CUSTOMER OPERATIONS GROUP



- Insights
- ① Over the past 12 months, there has been a downward trend in Network Faults.
 - ② 4 incidents were reported in Q2.
 - ③ Progress in responding to urgent jobs is on track for water.
 - ④ Progress in resolving urgent jobs is on track for water.

*Note that Report provides a snapshot in time. Analysis Date: 11/02/25



- Insights**
- ⑤ Progress in resolving non-urgent water jobs is on track.
 - ⑥ In January, we fixed 22 leaks.
 - ⑦ The revisit rates are primarily reported by revisits to the same address due to limitations with the current systems. Note that a revisit to the same site is not a reflection of the quality of works done by the crews or contractors. An analysis conducted on jobs completed across the region for a six month period this year found that 1.7% of all jobs were identified as actual rework.
 - ⑧ The current backlog of open CSRs stands at 31.

*Note that Report provides a snapshot in time. Analysis Date: 11/02/25

A

AS: Activated Sludge Process: A biological wastewater treatment technology.

Abatement notice: Formal instruction issued to require someone to do something or stop doing something, in order to comply with a resource consent, a regional plan or the Act, or to avoid, remedy or mitigate an adverse effect on the environment.

Advisory notice: These are a non-statutory means for addressing non-compliance. Their purpose is to identify the non-compliance issue and to outline the action or actions required to rectify the problem .

Advice Letters: To request compliance where minor environmental effects or poor site management has been identified.

B

BOD: Biochemical Oxygen Demand: Amount of oxygen required by the microorganisms to breakdown the organic pollutants present in wastewater and is use as a indirect measure of the amount of organic matter in wastewater.

Biofilter: A type of odour control system that uses microorganisms to remove odour causing compounds generated in the wastewater treatment process.

D

DAF: Dissolved Air Flotation: A wastewater and drinking water treatment technology that removes pollutants by injecting air into the water causing them to float.

DBP: Disinfection Byproduct: A chemical compound that can form when disinfectants react with organic matter in water.

DO: Dissolved Oxygen: The amount of oxygen dissolved in water.

DWS: Drinking Water Standards 2022 (or NZDWS): Standards for the quality of drinking water in New Zealand.

E

Enforce Orders: Issued by the Environment Court requiring someone to do something or stop doing something, to resolve an environmental effect and/or comply with regulatory requirements. Failure to comply with an enforcement order may result in further enforcement action.

F

FOG: Fats, Oils, & Grease: Food industry byproducts that can cause problems for sewer systems.

Formal Warnings: A letter directed to those responsible for the non-compliance to ensure that they are fully informed of the breaches they are responsible for, and potential consequences should a similar incident occur.

Faecal Coliforms: A type of bacteria found in the intestines of warm-blooded animals. Their presence in water indicates faecal contamination and serves as an indirect measurement of the level of pathogens present in water

Fully treated: Wastewater that has undergone all necessary treatment processes to meet regulatory standards for discharge or reuse.

G

GAC: Granular Activated Carbon: A material used to adsorb organic pollutants from wastewater and in the water treatment process.

GI: Gear Island WTP: Gear Island Wastewater Treatment Plant.

H

HFA: Hydrofluorosilicic acid: A chemical compound used in water fluoridation.

I

Infringement notice: Issued for specified offences under the Resource Management Act 1991, and impose fines, ranging from \$300 to \$1000 depending on the nature of the offence.

L

LPD: Litres Per Day: A unit of measurement for the flow rate of water.

LPM: Litres Per Minute: A unit of measurement for the flow rate of water.

M

MBR: Membrane Bioreactor: A wastewater treatment technology that combines biological treatment with membrane filtration.

MAV: Maximum Acceptable Value : The highest level of a contaminant allowed in drinking water.

MLD: Mega Liters per Day: A unit of measurement for the flow rate of water.

MLSS: Mixed Liquor Suspended Solids: a measurement of the level of microorganisms in the biological treatment process, and is also referred to as “activated sludge”

N

NTU: Nephelometric Turbidity Unit: A unit of measurement for the turbidity of water.

O

O&M Plan: Operation and Maintenance Plan: A plan for the operation and maintenance of a wastewater treatment system and water treatment plants.

P

P&ID: Process and Instrumentation Diagram: A diagram that shows the process flow and instrumentation of a system.

Partially treated: Wastewater that has undergone some treatment but have failed to undergo one or more wastewater treatment process available **PW: Potable Water:** Water that is safe to drink.

PWTP: Potable Water Treatment Plant: A facility that treats water to make it safe to drink.

R

RAS: Return Activated Sludge: The portion of activated sludge that is returned to the aeration tank to continue the wastewater treatment process.

RO: Reverse Osmosis: A water purification process that uses a semipermeable membrane to remove impurities.

S

SCADA: Supervisory Control and Data Acquisition: A system for monitoring and controlling industrial processes.

Suspended Solids: Solid particles that are suspended in water.

Sewerage: Infrastructure that transports sewage, like storm water, meltwater, rainwater, by using sewers.

Sewage: (See wastewater)

T

TDS: Total Dissolved Solids: The total amount of dissolved solids in water.

TM: Te Marua WTP: Te Marua Water Treatment Plant.

TSS: Total Suspended Solids: The total amount of suspended solids in water.

U

UF: Ultrafiltration: A type of membrane filtration that removes particles and some dissolved substances from water.

UV: Ultraviolet: A type of electromagnetic radiation used to disinfect water.

Undisinfected: Water that has not been disinfected.

Unconsented discharge: The discharge of wastewater without the necessary permits or approvals.

W

WAS: Waste Activated Sludge: The excess activated sludge that is removed from the system.

Wet weather discharge: The discharge of wastewater during heavy rain events.

WI: Wainuiomata WTP: Wainuiomata Water Treatment Plant.

WL: Waterloo WTP: Waterloo Water Treatment Plant.

WS: Water Supply: The provision of water for domestic, industrial, and agricultural use.

WSN: Water Supply Network: A network of pipes and infrastructure that delivers water to consumers.

WW: Wastewater: Water that has been used for domestic, industrial, or agricultural purposes.

WWPS: Wastewater Pump Station: A facility that pumps wastewater from one location to another.

WWTP: Wastewater Treatment Plant: A facility that treats wastewater.

WTP: Water Treatment Plant: A facility that treats water to make it safe to drink.

Wellington Metropolitan Water Treatment Plants – January 2025

Water Treatment plants	Comments	Safe drinking water	Fluoride
Waterloo*	Waterloo WTP is non-compliant with the Water Services Authority bacterial compliance rules*. This issue does not affect drinking water safety. The WTP is compliant with the Authority's Protozoal compliance rules. Work is currently underway to address the network configuration issue. Waterloo has fluoridated the drinking water within MoH's recommended levels 71.3% of the time. Fluoridation was shut down during the report period due to instrument error. The issue has since been resolved and fluoridation restarted.		
Wainuiomata	Wainuiomata WTP is compliant with the Water Services Authority bacterial and protozoal compliance rules. Wainuiomata has fluoridated the drinking water within MoH's recommended levels 98.9% of the time.		
Te Mārua	Te Marua WTP is compliant with the Water Services Authority bacterial and protozoal compliance rules. Te Mārua has fluoridated the drinking water within MoH's recommendation levels 99.3% of the time. The DAF project is going well with commissioning of the first DAF train successfully completed		
Gear Island	Gear Isl WTP is compliant with the Water Services Authority bacterial and protozoal compliance rules. Gear Island has fluoridated the drinking water within MoH's recommended levels 96.5% of the time.		



Compliant – we are meeting the necessary regulatory requirements





Not compliant but nearing compliance



Not compliant with necessary regulatory requirements

*Due to changes in the assurance rules, the capability of the existing Waterloo treatment plant facilities, and the layout of the network, a significant treatment plant upgrade and/or additional network infrastructure is required to achieve compliance with the rule as written.

Supply and long-term drought resilience - January 2024

Supply risk	Comments	Risk level
Short term supply	The Wellington Region moved to Level 1 restrictions on the 29/09/24	
Long term supply (drought resilience)	Increased leakage and the impacts of climate change will likely lead to severe water restrictions in the years to come e.g. Level 4, which would mean asking people to reduce indoor use.	



Low risk of not being able to meet demand or needing water restrictions



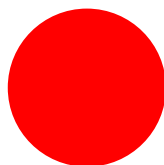
Medium risk of not being able to meet demand or likely to need water restrictions



High risk of not being able to meet demand and high likelihood of severe restrictions

Moa Point Wastewater Treatment Plant performance

Update – January 2025



Current status: Non-compliant

Commentary

The plant moved back into compliance for suspended solids in January (90-day geomean and 90th percentile limits). The faecal coliform results continue to trend towards compliance with daily results largely compliant with the 90-day geomean.

Discharges

There were two unconsented wet weather discharges on 1 and 3 January via the long outfall into the Cook Strait due to the reduced full treatment capacity of the plant whilst the final Clarifier is offline for renewal.

Odour

There was one odour complaint in January relating to the Southern Landfill site and Careys Gully Sludge Dewatering plant.

Items of significance:

Clarifier #1 Renewal Project

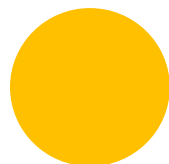
Physical works continue to replace the main bearing and renew structural elements on the final clarifier. With only two of the three clarifiers in operation, pumping capacity is reduced. Work is being carried out over the summer/autumn months when effluent flows are expected to be lower. The project is expected to be completed by mid-2025.

Inlet Pump Station (IPS) Project

Physical works for the third and final phase of the IPS project are progressing well and on target for completion by March 2025. This stage involves replacing the remaining four of 10 riser pipes, along with four of the 10 submersible pumps, strengthening the IPS's resilience for high rainfall events. Works on the first wet well was completed in December and the project team is progressing with the remaining wet well.

Porirua Wastewater Treatment Plant performance

Update – January 2025



Current status: Compliant (with noted issue)

Commentary

The plant is compliant for effluent quality.

Investigations on the elevated ammonia nitrogen levels in the treated wastewater continue.

Discharges

There was three brief discharges on January 21 related to testing the installation of the new backup power supply for the UV system. These brief discharges were non-compliant but critical and unavoidable during final commissioning of the system. Prior notice was given to GWRC and public with normal discharge protocol followed.

Odour Complaints

There was one odour complaint in January.

Items of significance:

UV Backup Power Project completed

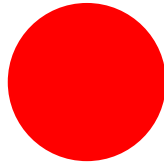
Physical works to provide the plant with a dedicated generator for backup power supply aiming to ensure continuous UV treatment during events such as power outages, are now complete. The generator was successfully commissioned on 21 January.

UV Performance Issues

The additional monitoring in place to identify the intermittent fault was able to record the data in the December fault. This data has been forwarded to the UV manufacturer for detailed analysis as part of the ongoing investigation to identify the fault.

Seaview Wastewater Treatment Plant performance

Update – January 2025



Current status: Non-compliant

Commentary

The plant remains non-compliant for faecal coliforms (90-day geomean, 80th percentile limit) however daily effluent results have been compliant since the end of December with the plant trending back towards full compliance.

Discharges

No discharges in January.

Odour Complaints

The plant received 4 odour complaints in January, none of which were deemed offensive and objectionable by GWRC.

Items of significance:

Plant performance improvement

The biological process has significantly improved as the solids buildup within the system was reduced allowing the plant to reach near-normal operation. The reduction in odour these past two months is a notable by-product of these improvements. Planned maintenance to the final two primary sedimentation tanks will commence early 2025 which should further stabilise the plants process.

Odour neutralisers

Following feedback from the community, usage of the portable odour neutraliser sprayers has been reduced to “when required”, for example, during potentially odorous maintenance activities.

Seaview Wastewater Treatment Plant performance – Odour Treatment

Update – January 2025

What has been completed:

The design for Stage 2 works has been completed and approved.

The request for tender information has been completed and the tender put out in line with the procurement strategy

The final report for the Stage 1 Biofilter works was provided to GWRC showing the Biofilter achieving >99.9% removal of H₂S from the odorous air it treats. The report will be shared on the Seaview project page for public perusal.

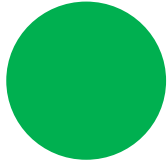
What is currently in progress:

Contractors are currently working to respond to our request for tender for stage 2 works, this closes in March.

Odour scouting in the community continues.

Western Wastewater Treatment Plant performance

Update – January 2025



Current status: Compliant

Commentary

The plant is compliant for effluent quality.

Discharges

No discharges in January.

Odour complaints

No odour complaints in January.

Items of significance:

No items of significance currently.

South Wairarapa Water Treatment Plants – January 2025

Water Treatment plants	Comments	Safe drinking water	Fluoride
Waiohine	The Waiohine WTP is compliant against new bacterial and protozoal Rules. However further work is required to meet process assurance rules e.g. development of standard operating procedures, and implementation of an asset maintenance recording system. The SWDC operators have all successfully achieved their respective treatment qualifications.		Currently not yet mandated by the MoH
Memorial Park	The Memorial Park WTP is compliant against new bacterial and protozoal Rules. However further work is required to meet process assurance rules e.g. development of standard operating procedures, and implementation of an asset maintenance recording system. The SWDC operators have all successfully achieved their respective treatment qualifications.		Currently not yet mandated by the MoH
Martinborough	The Martinborough WTP is compliant against new bacterial and protozoal Rules. However further work is required to meet process assurance rules e.g. development of standard operating procedures, and implementation of an asset maintenance recording system. The SWDC operators have all successfully achieved their respective treatment qualifications.		Currently not yet mandated by the MoH
Pirinoa	Pirinoa is compliant against new bacterial and protozoal Rules. The Pirinoa WTP is currently undergoing a significant treatment upgrade to help make the plant operate more efficiently and reduce operating costs.. The Pirinoa supply recently conducted its inaugural backflow risk assessment, as required under the Drinking Water Quality		Currently not yet mandated by the MoH



Compliant – we are meeting the necessary regulatory requirements





Compliant but requiring more work



Not compliant with necessary regulatory requirements

Supply and long-term drought resilience January 2025

Supply risk	Comments	Risk level
Short term supply	The South Wairarapa region is at Level 1 water restrictions.	
Long term supply (drought resilience)	Increased leakage and the impacts of climate change will likely lead to severe water restrictions in the years to come e.g. Level 4, which would mean asking people to reduce indoor use.	



Low risk of not being able to meet demand or needing water restrictions



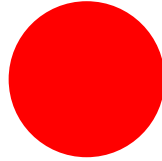
Medium risk of not being able to meet demand or likely to need water restrictions



High risk of not being able to meet demand and high likelihood of severe restrictions

Greytown Wastewater Treatment Plant performance

Period – January 2025



Current status: Non-compliant

Commentary:

In 2023, Greater Wellington Regional Council issued letters requesting explanations of non-compliance. Wellington Water is implementing the required corrective actions where possible within the plant and resource constraints.

Major investment is required, and current approved funding levels do not meet this requirement.

A project is currently underway to develop a second stage of land irrigation (excluding growth). The plant is already operating beyond its design loading capacity and so new connections have been paused.

The degree of desludging that will be achieved at Greytown is not yet determined. Further funding may be required to complete. The earthworks consent for the desludging activity at Greytown has been approved by GWRC.

Items of significance:

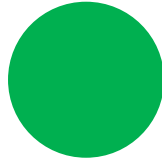
GWRC is currently investigating recent riparian work on the Papawai Stream to confirm it meets their requirements

New connections have been paused while a Growth-Capacity study is undertaken to determine how to ensure the WWTP can operate compliantly with new connections.

Wellington Water has repaired the Greytown WWTP pond leak and confirms that all flows continue to be treated and discharged via the consented discharge route. Existing public health advice remains in place along the Papawai Stream.

Featherston Wastewater Treatment Plant performance

Period – December 2025



Current status: Compliant

Commentary:

Major investment is required to achieve a new consent.

Renewal of the consent is being managed as a major project, and the WWTP is operating on an extension of the old consent.

The consent approval process, currently underway, will better inform the required capacity of the WWTP to cater for growth in Featherston beyond 2032.

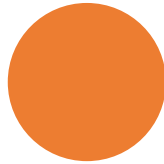
Items of significance:

The Plant continues to require ongoing management of resources, focused on effluent quality, to achieve compliance with consent requirements.

The public submission period for the new resource consent has closed and the team are working through the submissions.

Lake Ferry Wastewater Treatment Plant performance

Period – January 2025



Current status: Compliant, but with the risks identified below

Commentary:

Stantec has been commissioned to prepare and develop a new resource consent application by 30 March 2025.

Early conversations suggest that the current scheme will require capital works because of consenting requirements.

More funding is required for the consent 2024-25 renewal project than currently allocated. The extra funding is required to prepare an adequate application and undertake community consultation.

Items of significance:

Source of current high inflow and infiltration is still **not funded** for investigation. Peak loads are near the plant's hydraulic capacity.

The treatment process is being tested and assessed for optimised operation.

Plant valving automation is required to better comply with consent discharge requirements; however, it is **not funded**.

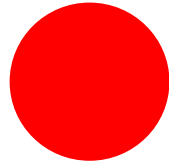
Projects underway:

Sodium Bicarbonate dosing improvements.

Optioneering dripline leaks – some repaired, more require repair

Martinborough Wastewater Treatment Plant performance

Period – January 2025



Current status: Non-compliant

Commentary:

In June 2024, a new 'To Do Abatement Notice' was issued for Martinborough, with a deadline of May 2025 to complete desludging. This superseded the May 2024 and August 2023 'To Do Abatement Notices', which in turn replaced the Abatement Notice issued in 2022, although the WWTP still remains non-compliant.

WWL and SWDC are working together to address the items raised in the new Notice, as part of the compliance upgrade project underway.

Tendering for the dewatering works is currently underway.

Major investment is required, and current approved funding levels do not meet current operational requirements.

Items of significance:

GWRC's Annual Compliance Assessment Report was received in Nov. The overall compliance summary for the WWTP was rated as "Poor"

Current plant design is insufficient to avoid non-compliance.

Effluent discharge rate to land continues to exceed current consent limits. Effluent volume and quality discharged to river continues to exceed the annual consent limits.

New connections have been paused while a Growth-Capacity study is undertaken to determine how to ensure the WWTP can operate compliantly with new connections.

Work is progressing well on the design for the Stage 2A irrigation area as well as the Growth-Capacity Study. These two pieces of work are being developed together to ensure a cohesive solution is defined for the site.

Company and Governance Update

Appendix 4: Summary for councillors of papers to the Wellington Water Committee meeting, Friday 14 March 2025**Purpose**

1. This appendix to the Company and Governance Update provides a summary of the content of the meeting's papers.
2. It is intended to support Committee members reporting back to their fellow councillors, and councillors to engage in the work of the Committee.
3. The present meeting is the first in the 2025 calendar year. The next meeting is scheduled for 30 May 2025.

Overview of papers

4. Wellington Water items presented to the Committee this meeting are:
 - a. Company and Governance Update
 - b. Organisational Capability Plan
 - c. Water Supply Risk
 - d. Draft Statement of Intent 2025-28
 - e. Half-Year Report

Wellington Water Company and Governance Update

5. This paper covers: key governance conversations and actions; Committee priorities; and Operational achievements and issues since the last meeting.
6. There is a summary of performance in the first quarter.
7. **Investment Planning:** The company has provided Stage 2 advice to what to include in Annual Plans for 2025/26 and Long-Term Plans for WCC and SWDC. This advice incorporates councils' feedback on Stage 1 advice provided in November and December and any relevant cost or scope updates, and sets out residual risks for councils.
8. **Sustainable water supply:** The paper notes progress with the residential metering business case and market sounding Request for Information.
9. **Regulatory performance:** Treatment plant dashboards (for drinking and wastewater) are attached to the report.
10. **People:** The new high level organisational structure is attached to the report.
11. **Health & Safety:** Work is ongoing to ensure the treatment plants achieve hazardous substance compliance, with three out of eight plants now conditionally compliant.
12. **Corporate budget:** We are forecasting a larger than budgeted deficit and are taking action to reduce this.
13. **Operational delivery:** Reports are included on areas of work done through the Customer Operations Group, such as: number of faults and incidents; attendance and resolution times; leaks repaired; backlog; and revisit rate. The leaks backlog is down to close to sustainable levels, but is starting to rise again.

Company and Governance Update

14. **Capital delivery:** At the end of Q2 we are forecasting to exceed our 2024/25 target for meters of pipe constructed.
15. **Treatment plants:** The report notes that four of the region's wastewater treatment plants are currently non-compliant for wastewater quality or odour. Details are provided in an appendix.
16. **Growth:** The key network constraints identified include growing shortfalls against target water supply reservoir storage volumes in various areas, increased wastewater overflows from both local and trunk network, and non-compliance with discharge water quality resource consent conditions.
17. **Environmental Water Quality:** We are preparing for April hearings on GWRC's Plan Change 1 to the Natural Resources Plan, and reviewing the current consent strategy for network discharges. We joined iwi and councils in signing Te Wai Ora o Porirua accord in February.
18. **Technology systems:** We have stood up a Technology Systems Investment Programme with governance in place and are developing the procurement strategy.

Organisational Capability Plan

19. This provides an update on progress in implementing the Organisational Capability Plan.

Water Supply Risk

20. The paper provides an update on the Acute Water Supply and Demand Programme. It notes that WWL has exceeded the requirement set by Taumata Arowai for the summer of 24/25 of removing the chance of an acute water shortage occurring and reducing the risk of Level 4 restrictions to a 'negligible' chance. This is the final report on this topic for the current year.

Draft Statement of Intent

21. The draft Statement of Intent for 2025-2028 is provided to the Committee for feedback.

Half-Yearly report

22. The Half-Yearly Report to 31 December 2024 is provided to the Committee and will be published on Wellington Water's website.



Komiti Ngā Wai Hanganua | Wellington Water Committee

28 February 2025

Report no: WWC2025/1/39

Wellington Water Limited Q2 Organisational Capability Plan

Recommendation

That the Committee:

- (1) notes the content of the Q2 Organisational Capability Plan (Plan);
- (2) notes that the full implementation of the plan can't be achieved due to lack of funding from councils for 2025/26, and therefore not all recommendations in the independent review into Wellington Water's Cost Estimation Error will be met;
- (3) notes Wellington Water has done its best to optimise delivery of the Plan within existing resources; and
- (4) notes the risk of future errors due to lack of funding to implement the Organisational Capability Plan.

Appendices

No.	Title	Page
1	Wellington Water Committee Organisational Capability Plan Q2 14 March 2025	65
2	Organisational Capability Plan - Q2 Progress Report and Gantt Chart	68

Author: Wellington Water Limited
WW



Wellington Water Committee | Komiti Ngā Wai Hangarua

14 March 2025

File: ()

Report no:

Wellington Water Q2 Organisational Capability Plan

Purpose of Report

1. The purpose of this paper is to provide the Wellington Water Committee with an update on progress on the implementation of Wellington Water's Organisational Capability Plan for Q2.

Recommendations

That the Water Committee:

- i. Notes the content of the Q2 Organisational Capability Plan (Plan)
- ii. Notes that the full implementation of the plan can't be achieved due to lack of funding from councils for 2025/26, and therefore not all recommendations in the independent review into Wellington Water's Cost Estimation Error will be met.
- iii. Notes Wellington Water has done its best to optimise delivery of the Plan within existing resources.
- iv. Notes the risk of future errors due to lack of funding to implement the Organisational Capability Plan.

Background

2. Following an independent review of Wellington Water's Cost Estimation Error, the Wellington Water Committee directed the Board on 26 July 2024 to create an implementation plan to lift capability and implement corrective actions to mitigate future risks.
3. On 27 September 2024 the Committee provided clear endorsement of the Plan for prioritisation and inclusion in individual council annual plan processes.
4. As at December 24, an optimum implementation plan was estimated as \$5-\$6m in 2025/26, with ongoing costs estimated at \$1m per year.
5. Feedback from Councils has been that funding will not be available in next years budgets.

Page 1

Funding decisions will be finalised when councils adopt their final Annual/Long term Plans.

6. As it stands, while the Plan was endorsed by the Committee for prioritisation in council annual plan processes, it is unlikely funding will be provided for its delivery.
7. The Letter of Expectations outlines delivery of the Plan as a Key Expectation, within agreed funding.

Funding request

8. The estimated costs for the Plan included in our investment advice to Councils, were made for:
 - i. \$37.5m for the technology programme, to be known as the Technology Systems Investment Programme, and (after discussion with councils) spread over 3 years (with impacts unlikely to be realised until 18 months onwards);
 - ii. \$1.5m for 12 new roles in the organisation to make needed improvements to our commercial risk management, business planning, assurance activities and processes, asset management capabilities, and information management; and
 - iii. \$6m for the 2025/26 implementation costs of the Organisational Capability Plan.

Organisational Capability Plan

9. A list of activities and progress is listed in Appendix 1.
10. The majority of activities in this plan cannot be progressed without committed funding from councils. Significant items such as finance, assurance, responsibilities to shareholders and our ability to prepare to transition to a new entity cannot be effectively delivered.
11. Progress is looking positive regarding the requested investment into technology and systems, with Greater Wellington Regional Council looking to include the funding for this in their draft Annual Plan for consideration by their Councillors in February. If approved, Greater Wellington Regional Council would debt fund the full amount and charge interest to each metropolitan council via the bulk water levy.
12. We are progressing with actions that we can within existing resources and funding. For example, we have made good progress on the accountability objective. We have strengthened accountability and improved decision-making through an organisational restructure, and we have made progress and improvements in some other areas.
13. The independent review found issues with Wellington Water's culture and recommended a range of actions including returning to a "no blame culture" and building a mutually supportive culture based on listening and responding. The Board and new CE of Wellington Water have been working to strengthen organisational culture and ways of working. We have invited staff to speak up and raise risks early. We are changing the culture from one of 'learned helplessness' to one of listening and action.
14. Long-standing issues around systems, processes and not having the right checks and balances are now able to be raised and addressed. We recently investigated concerns around the cost of our suppliers, and the way our consultant and contractor panels are managed and the level of controls around this to ensure proper oversight and prudent financial management.
15. On Monday 3 March 2025, we supplied councils with a briefing, findings of our investigation, and the actions we are taking. We also publicly disclosed this on the same day. For more information on this, please refer to the Value for Money paper for the 10 March 2025 meeting.

Risks

16. Wellington Water acknowledges all councils have funding constraints. Without the funding and technology requested by Wellington Water, the Water Committee are exposed to ongoing risks of future errors of an equivalent scale of the recent cost estimation error.. For example, while we have strengthened the Finance team we continue to manage our budgets and finances manually on spreadsheets. People-based work arounds are less efficient and carry more potential for error.
17. Without council funding we will not be able to implement key activities in the risk and assurance space for example:
 - updating our Cost Estimation Manual and embedding this across all relevant staff who provide cost estimates for councils' work;
 - developing an organisational compliance framework and strategy;
 - developing critical operating processes across our budgeting, planning and treatment plant operations.
18. More importantly, we will not be able to strengthen our controls or improve checks and balances across the organisation, meaning factual errors, inconsistent information being provided to councils, and ongoing risks of mistakes being missed and not being able to prevent them.
19. We won't have the resources or capacity to properly support any work that councils may need of us for the potential establishment of the new entity without impacting our ability to deliver our current day-to-day services.
20. If funding from councils cannot be provided, then Wellington Water is asking for tolerance if and when mistakes occur in the future that could have been prevented as part of the implementation of the Plan.

Climate Change Impact and Considerations

21. There are no direct climate change impacts or considerations from the matters addressed in this report.

Appendices

There is one appendix to this report.

1. Organisational Capability Plan Progress Report Q2 2024/25

Author: External Author (Wellington Water Ltd)
WW

Wellington Water

Organisational Capability Plan

Progress Report
Q2 2024/25

In response to the independent review into Wellington Water's Cost Estimation Error, we developed the Organisational Capability Plan to:



Enhance controls and assurance



Identify value for money opportunities



Strengthen culture and ways of working



Improve operational effectiveness

This will lift organisational capability, so we can deliver on councils' capital delivery programme while preparing for transition to a new entity.

Quarter 2 Highlights



New organisational strategy

In October 24 the Board signed off on a new direction for Wellington Water guided by a new company purpose and four high-level outcomes.



Reviewing our organisational structure

We reviewed, consulted on, and finalised changes to embed clearer accountabilities and responsibilities. This includes grouping like-for-like functions and implementing a more orthodox structure with clear lines of responsibility.



Undertaking a value for money review of our contractor and consultancy panels

We are making good progress on this work and have already identified cost savings and ways to operate more efficiently.



Delivering stage one of our annual planning advice

This strongly focuses on investment to lift our organisation's maturity and capability. We are being more transparent around our corporate costs and have clearly identified these components in our advice.



Strengthening our finance functions

We have increased the capacity and capability in our finance teams to support the business to better deliver financial oversight and management of councils' budgets.

Investment Signals and Impact

Background

Following the Water Committee's endorsement of the plan for prioritisation and inclusion in councils' annual plan processes, we signalled to councils that \$5-\$6m (in addition to the required technology investment) would be required in 2025/26 to lift Wellington Water's capability as recommended in the Review. This investment would ensure Wellington Water has the right capability to deliver on councils' capital delivery programme while preparing for transition to a new entity.

Advice received from councils

Councils have indicated they are unlikely to provide the investment, except for Greater Wellington Regional Council (GWRC), who will consider specific funding for technology and systems in their draft Annual Plan. If GWRC approve this funding, the interest payments would be shared across all councils and recovered through the bulk water levy.

What risk does this expose?

If the investment is not approved we cannot fully implement the Plan, which includes key activities in the risk and assurance space for example:

- updating our Cost Estimation Manual and embedding this across all relevant staff who provide cost estimates for councils' work,
- developing an organisational compliance framework and strategy,
- strengthening our controls or improve checks and balances across the organisation, and
- developing critical operating processes across our budgeting, planning and treatment plant operations.

This increases the Water Committee's and councils' risk of:

- being exposed to ongoing risks of future errors, equivalent to the recent cost estimation error, i.e. while we have strengthened the Finance team we continue to manage our budgets and finances manually on spreadsheets. People-based work-arounds are less efficient and carry more potential for error.
- inconsistent information being provided to councils,
- mistakes being missed and not being able to prevent them, and,
- no resources or capacity to properly support work councils may need of us for the potential establishment of new entity, without impacting our ability to deliver day-to-day services.

Next steps

If funding from councils cannot be provided, then Wellington Water is asking for tolerance if and when mistakes occur in the future that could have been prevented as part of the implementation of the Plan. We are committed to continuous improvement, and will revise the Plan to determine what can be delivered with existing resource.

Organisational Capability Plan Summary Gantt

#	TASK	Initiatives Underway	Initiatives Planned FY2024/25	Initiatives Planned FY2025/26
W1	WORKSTREAM 1: ACCOUNTABILITY			
W1.1	Update Wellington Water Organisational Strategy			
W1.2	Cascade strategy to the tactical and operational layers of Wellington Water to embed throughout the organisation			
W1.3	Review operating model and reorganise functions for orthodoxy, ensuring accountabilities and responsibilities for role holders to deliver organisation strategy			
W1.4	Implement the agreed organisational structure and embed with positive ways of working (WOW)			
W1.5	(Interim) Review and update existing delegations, pending reorganisation			
W1.6	Plan and review contractor arrangements for value for money and efficiency and effectiveness			
W2	WORKSTREAM 2: ASSURANCE			
W2.1	Deliver an Assurance Framework designed to achieve good practice			
W2.2	Simplify the internal management framework			
W2.3	Deliver an organisational performance framework			
W2.4	Deliver an organisational regulatory compliance framework			
W2.5	Increase engagement with Regulation and the requirements of regulatory bodies.			
W2.6	Report on progress of the agreed and funded components of the Organisational Capability Plan			
W3	WORKSTREAM 3: CONTROLS - Finance and Process			
W3.1	Strengthen the planning control environment			
W3.2	Increase maturity and capability for costing and financial planning			
W3.3	Update or develop technology systems and increase capability			
W3.4	Build a control framework that is the foundation for delivery of strategic goals, water services and obligations			
W3.5	Increase transparency and quality of delivery / investment planning information shared with Councils			
W3.6	Improve WWTP compliance and focus on future asset funding while addressing recent external recommendations			
W4	WORKSTREAM 4: RESPONSIBILITIES TO SHAREHOLDERS			
W4.1	Review current approach to the way we engage and build trust with our shareholding councils			
W4.2	Review all council reporting to ensure it is streamlined, accessible, transparent, with the appropriate quality assurance			
W4.3	Work with Council CFOs to identify and agree improvements and common financial reporting			
W4.4	Board works with Shareholders to determine if a standard set of financial reports can be used by all councils (opex and capex)			
W5	WORKSTREAM 5: TRANSITION READINESS			
W5.1	Prepare an Integrated Capability Roadmap (people, process, systems) with water services delivery stakeholders to help de-risk the new entity (interconnected with 3.3)			
W5.2	Support the development of the Water Services Delivery Plan (interconnected with Systems and AMPs)			
W5.3	Engage with Watercare specifically to identify and convert practical future synergies			
W6	WORKSTREAM 6: WAYS OF WORKING			
W6.1	Improve the level of accountability and responsibility of senior leadership			
W6.2	Ensure SLT identify and manage issues early			
W6.3	Strengthen internal culture by adapting our performance management development process, and leaders are acknowledged for leading by example			
W6.4	Elevate focus on outcomes throughout the organisation			



Komiti Ngā Wai Hanganua | Wellington Water Committee

28 February 2025

Report no: WWC2025/1/36

Metropolitan Water Supply Risk

Recommendation

That the Committee:

- (1) notes the demand reduction continues to exceed the target set by Taumata Arowai;
- (2) notes the likelihood of Water Restriction Levels for 24/25 has further reduced since December 2024 reporting;
- (3) notes that this is the last report on the Acute Water Shortage risk for 24/25; and
- (4) notes that Annual Planning is indicating there is a risk of insufficient regional funding for drinking water reactive renewals in FY 25/26 to maintain the reductions in water loss/leakage.

Appendices

No.	Title	Page
1	Water Supply Risk Update March 2025	71

Author: Wellington Water Limited



Wellington Water Committee | Komiti Ngā Wai Hangarua

14 March 2025

File: ()

Report no:

Metropolitan Water Supply Risk

Purpose of Report

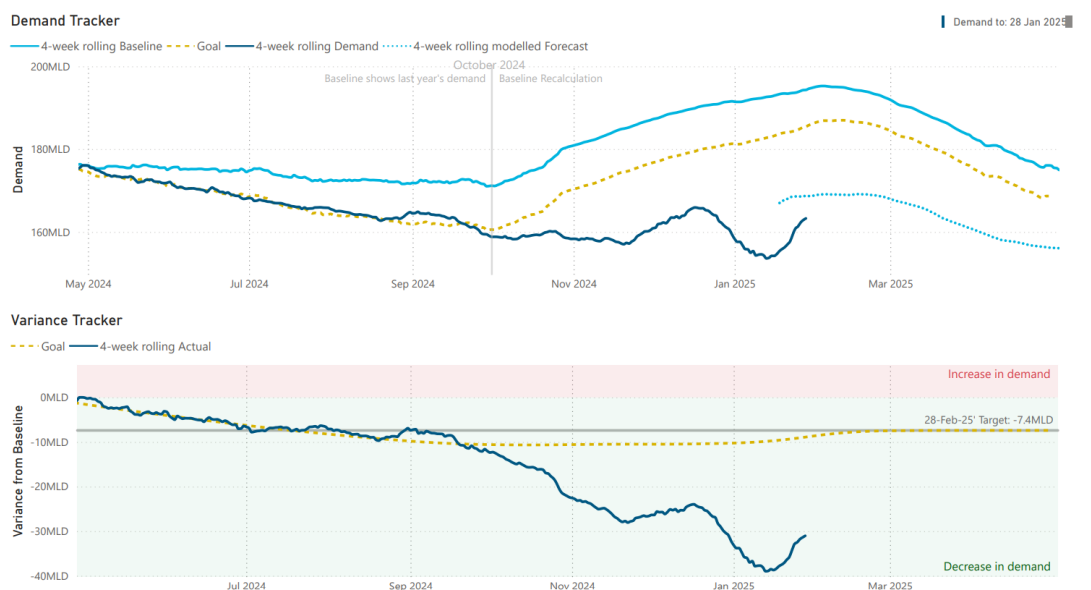
1. The purpose of this paper is to provide the Committee an update on the Acute Water Supply and Demand (AWSO) Programme for 2024/25.

Recommendations

2. That the Committee:
 - Notes the demand reduction continues to exceed the target set by Taumata Arowai
 - Notes the likelihood of Water Restriction Levels for 24/25 has further reduced since December 2024 reporting.
 - Notes that this is the last report on the Acute Water Shortage risk for 24/25.
 - Notes that Annual Planning is indicating there is a risk of insufficient regional funding for drinking water reactive renewals in FY 25/26 to maintain the reductions in water loss/leakage.

Demand Reduction

3. The programme has focused on managing the risk of an acute shortage in the summer of 2024/25 by reducing demand, improving supply, achieving the target saving of 7.4MLD, implementing the water balance framework, and improving data integrity.
4. The latest reporting on demand shows we are achieving the target savings.



Water Restriction Levels

- WWL has updated the Water Restriction Levels Forecast for 24/25 which reflects the latest weather forecast, that the first part of the Te Mārua upgrade was delivered over two months early and is now operating, and that the region is currently moving through the peak predicted risk period.



- This provides assurance to the Committee that WWL has achieved the requirement set by Taumata Arowai for the summer of 24/25 of removing the chance of an acute water shortage occurring and reducing the risk of Level 4 restrictions to a 'negligible' chance
- The reduction has been achieved through reactive repair of the water network which will now require increasing levels of leak investment to be sustained until planned renewal of the assets is completed.

FY 25/26 Risk

- Annual Planning is indicating there will be insufficient regional funding for drinking water reactive renewals and other water loss activities in FY 25/26 to maintain the current level of water loss/leakage. Once funding is confirmed, WWL will provide the Committee with a forecasted impact this will have on the risk of an acute water shortage in FY25/26.

9. WWL recommends that the Committee confirms that the region should maintain the gains made over FY 24/25 and then continue to meet the levels of risk that the regulator considers acceptable.

Climate Change Impact and Considerations

10. There are no direct climate change impacts or considerations from the matters addressed in this report.

There are no appendices

No.	Title	Page
1.		
2.		

Author: External Author (Wellington Water Ltd)



Komiti Ngā Wai Hanganua | Wellington Water Committee

28 February 2025

Report no: WWC2025/1/37

Wellington Water Limited's Draft Statement of Intent 2025-28

Recommendation

That the Committee:

- (1) receives Wellington Water Limited's draft Statement of Intent 2025-28 attached as Appendix 1 to the report;
- (2) provides combined shareholder feedback on Wellington Water Limited's draft Statement of Intent by Friday 11 April 2025; and
- (3) endorses the outlined approach to finalise Wellington Water Limited Statement of Intent 2025-28.

Appendices

No.	Title	Page
1	Wellington Water Committee Draft Statement of Intent 2025 2028	75
2	Draft WWL Statement of Intent 2025-28	77

Author: Wellington Water Limited



Wellington Water Committee | Komiti Ngā Wai Hangarua

14 March 2025

File: ()

Report no:

Wellington Water Ltd's Draft Statement of Intent 2025-28

Purpose of Report

1. To invite feedback on Wellington Water Ltd's draft Statement of Intent 2025-28.

Recommendations

That the Committee:

- (i) receives Wellington Water Limited's draft Statement of Intent 2025-28 attached as Appendix 1 to the report;
- (ii) provides combined shareholder feedback on Wellington Waters Limited's draft Statement of Intent by Friday 11 April 2025;
- (iii) endorses the outlined approach to finalise Wellington Water Limited Statement of Intent 2025-28.

Background

2. Wellington Water Ltd (the Company) is required to adopt a Statement of Intent (SOI) before the beginning of each financial year.
3. The SOI is guided by the annual Letter of Expectations, which shareholders provided dated 7 February 2025.
4. The purpose of the SOI is to:
 - (i) State publicly the activities and intentions of the council-controlled organisation for the financial year to which it relates and each of the immediately following 2 financial years, and the objectives to which those activities will contribute;

- - Example template

Page 1

- (ii) Provide an opportunity for shareholders to influence the direction of the organisation; and
 - (iii) Provide a basis for the accountability of the directors to their shareholders for the performance of the organisation.
- 5. A draft of the SOI must be provided to shareholders no later than the end of February, and the Board must formally consider comments (if any) from shareholders. The final SOI must be adopted by 30 June 2025.

Next Steps

- 6. Once the draft is received, and usually within four weeks (11 April), the Committee is responsible for considering and providing agreed feedback and recommendations to the Company.
- 7. Each Committee member is responsible for ensuring the draft is discussed by their respective councils as part of this process.
- 8. The Committee then provide written feedback on the draft to the Wellington Water Board for formal consideration.
- 9. Following this, we will update the document and deliver the final SOI to the Committee by 30 May 2025.
- 10. If any material changes are required due to council decision making after this date, we will amend document in consultation with the committee.
- 11. As per our statutory obligations we will then publish the SOI on the Wellington Water website, and forward to council officers to do the same.

Climate Change Impact and Considerations

- 12. There are no direct climate change impacts or considerations from the matters addressed in this report.

Appendices

There is one appendix for this report.

Appendix 1. Wellington Water Limited Draft Statement of Intent 2025-28

Author: External Author (Wellington Water Ltd)
WW

Wellington Water Statement of Intent 2025 - 2028

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Message from the Chair of Wellington Water Limited Board and Chief Executive of Wellington Water

As we finalise this Statement of Intent (SOI) for the period 2025 – 2028, we do so with the understanding that our shareholding councils will be making decisions about the future delivery of water services, under the *Local Water Done Well* initiative. They are also working towards the completion and adoption of their *Water Services Delivery Plan*, due in September 2025.

We are therefore planning for transition now, as Wellington Water will be replaced by a new water services entity within this SOI period. We anticipate that this is the last SOI developed for Wellington Water, and the new entity will prepare a SOI for 2026-2029.

What we do know is that, regardless of who is delivering the services, they need to be delivered uninterrupted, efficiently, and for the benefit of councils and their residents. We will continue to deliver in accordance with the five broader strategic priorities that have been set for us by the Wellington Water Committee. Additionally, as a Board we have set four outcomes to ensure our services are reliable, compliant, affordable, and that we are a strong, capable organisation ready to integrate into a new entity.

Last year we commissioned a number of reviews, in response to concerns we had about the performance of the organisation. These reviews confirmed what we thought – and what councils had been telling us. Our performance has not been good enough.

We have learned valuable lessons from these reviews. We have stepped up and taken responsibility for this, and we now focus on seeing through the changes that are needed.

Our Organisational Capability Plan is designed to significantly lift the capability of Wellington Water. As we deliver some \$500m in capital and operating projects and services, we will be relentlessly focused on ensuring value-for-money.

The Board and Management of Wellington Water recognise the critical importance of delivering and demonstrating value for money to our shareholding councils and regional ratepayers. Fundamental changes to the way we work and operate are underway, and the resulting shifts in culture and direction will enable the organisation to generate the best returns from the funding entrusted to us.

Nick Leggett
Board Chair

Pat Dougherty
Chief Executive

Overview

Wellington Water exists so people in the Wellington Region have safe, reliable, compliant, affordable drinking water, stormwater, and wastewater services.

Our organisational values are: Tangata tiaki: we protect our most precious taonga; Whanau: united we support, connect with and respect each other; and Mana: we recognise, respect, value the mana of others and seek to build mana-enhancing relationships.

Wellington Water is a council-controlled organisation owned by Wellington City Council, Hutt City Council, Porirua City Council, Upper Hutt City Council, Greater Wellington Regional Council, and South Wairarapa District Council.

Councils own the water assets in the region and set the level of funding and investment provided. They then task Wellington Water to manage the infrastructure and deliver water services to communities.

Our governance structure within this ownership model comprises:

Wellington Water Committee, with representatives from each owner council, typically the Mayor/Chair, and representatives from Mana Whenua. The Wellington Water Committee provide an annual Letter of Expectation to the Wellington Water Board, along with leadership and direction.

An independent Board of Directors, selected by the Wellington Water Committee, is responsible for the direction and control of Wellington Water Limited.

Purpose of statement of intent (SOI)

This annual statement of intent, required by the Local Government Act 2002, states our activities and focus areas for the next three years and how they contribute to the councils' priorities and Board outcomes.

This statement of intent is for 2025-2028, acknowledging that Wellington Water may not exist beyond 2025/2026.

The process for developing and implementing our statement of intent includes receipt by the Board of a Letter of Expectations from the Wellington Water Committee, development of a draft statement of intent for the Board and Wellington Water Committee, comment provided, and SOI adjusted, with the final SOI approved by the Board and the Committee. Wellington Water then reports quarterly to the Board and Wellington Water Committee on progress delivering to the SOI.

Wellington Water outcomes

During 2024 the Board introduced four Outcomes for Wellington Water.

- Communities receive reliable 3 Waters services.
- Services delivered by WWL are compliant.
- Water services are affordable and provide value.
- WWL is a strong and capable organisation that is ready to fold into a new asset-owning entity.

Wellington Water Committee key expectations for 2025 - 2026

The Wellington Water Committee Letter of Expectations outlines Key Expectations to be delivered during 2025-26. The Letter of Expectations is on page 11 of this document.

Expectations to include in the 2025 -2026 plans

1. Prioritise and deliver the Organisational Capability Plan 2024-2026, within funding and provide quarterly reporting that demonstrates tangible progress in the six workstreams:
 - a. Accountability
 - b. Assurance
 - c. Finance and Process controls
 - d. Rebuild trust and confidence of shareholders
 - e. Transition to a new entity
 - f. Ways of working.
2. These are our focus areas for 2025-26
 - a. Demonstrate delivery of value for money in the work we do for our shareholders. This means ensuring that every dollar is used effectively and effectively to maximise benefit to the Councils and Community.
 - b. Prepare for transition to a new entity.
 - c. Develop a prioritised programme of investment for key information technology systems.
 - d. Prepare for a future delivery model to address the challenge that our assets continue to fail, with obvious and high-profile consequences across the network.
 - e. Continue to develop a water meter implementation plan across Councils to assist longer-term demand for water.
 - f. Incorporate local Mana Whenua priorities into operations. Partnership agreements with Mana Whenua ensure mutual benefits.
 - g. Orient drinking water investment and maintenance to mitigate the risk of an acute water shortage for the summer of 2026 and address long term risks and solutions – including bulk water storage.

Investment from councils

The shareholding councils consulted their communities on three waters investment for the 2024-34 Long-term Plan (LTP). Wellington Water initially advised that \$10 billion in regional capital investment was needed over the next 10 years, but recommended \$7.6 billion as more feasible.

Councils agreed on a \$3.6 billion capital investment programme, with significant funding constraints from 2024 - 2027.

Wellington Water recommended \$1.7 billion regional operating expenditure with Councils providing approximately \$1.5 billion. The focus of this funding will be on existing infrastructure, but it is insufficient to address the backlog of pipe renewals and mitigate water shortages. South Wairarapa District Council (SWDC) deferred its LTP and will deliver a nine-year LTP this year.

While the long term focus will still be working towards a sustainable funding level, Wellington Water acknowledges the immediate need to achieve more with the funding provided (value for money).

The investment figures for each council owner (excluding SWDC) for 2025-26 are below. The figures for the years beyond will need to be determined in conjunction with the new entity.

Table 1: Council by council capital expenditure 2024-34

Council	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	Total	WWL Recommended
GWRC	\$47.0 M	\$32.7 M	\$62.4 M	\$76.1 M	\$81.6 M	\$63.9 M	\$66.1 M	\$57.2 M	\$49.7 M	\$641.2 M	\$1,237.7 M
HCC*	\$100.8 M	\$140.3 M	\$131.3 M	\$131.4 M	\$127.9 M	\$151.0 M	\$131.8 M	\$163.4 M	\$148.3 M	\$1,305.8 M	\$2,412.8 M
PCC	\$44.4 M	\$47.5 M	\$47.4 M	\$50.7 M	\$53.1 M	\$49.9 M	\$50.6 M	\$51.4 M	\$49.6 M	\$515.0 M	\$1,686.0 M
SWDC**	--	--	--	--	--	--	--	--	--	\$12.7 M	--
UHCC*	\$9.4 M	\$9.8 M	\$7.9 M	\$14.7 M	\$19.4 M	\$18.4 M	\$11.5 M	\$12.2 M	\$13.0 M	\$136.1 M	\$460.1 M
WCC	\$60.2 M	\$68.6 M	\$103.1 M	\$94.8 M	\$128.7 M	\$149.8 M	\$147.7 M	\$90.5 M	\$121.6 M	\$1,026.9 M	\$1,761.3 M
Grand Total	\$261.8 M	\$298.9 M	\$352.1 M	\$367.5 M	\$409.2 M	\$433.3 M	\$408.0 M	\$375.4 M	\$383.1 M	\$3,637.9 M	\$7,557.8 M
Recommended Annual Total (excluding SWDC) ***	\$410.7 M	\$506.4 M	\$656.5 M	\$961.3 M	\$961.3 M	\$961.3 M	\$961.3 M	\$961.3 M	\$961.3 M	\$7,726 M	--

*All Wastewater Joint Venture costs are captured in HCC budgets. Thus, UHCC figures are understated by \$155M and HCC's figures overstated by the equivalent.

**SWDC not complete as not available.

***The Recommended Annual Total differs from the WWL Recommended as:

- Recommended Annual Total being a regional view of what WWL could deliver – growing the programme year on year, up to approximately \$1B per year.
- WWL Recommended view being a council-by-council programme view based on individual projects that could make up each council's programme. These were built to reach the regional Recommended Grand Total but due to the lumpiness of capital programmes does not match exactly.

Table 2: Council by council operating expenditure 2024-27

Council	Water	24/25 Council	5/26 Recommended	25/26 Council	26/27 Recommended	26/27 Council
GWRC	Drinking Water	\$27.5 M	\$30.7 M	\$29.4 M	\$30.8 M	\$30.0 M
HCC	Drinking Water	\$14.7 M	\$12.4 M	\$13.9 M	\$13.3 M	\$14.4 M
HCC	Stormwater	\$4.5 M	\$4.7 M	\$4.5 M	\$4.8 M	\$4.6 M
HCC	Wastewater	\$5.3 M	\$5.8 M	\$5.5 M	\$5.8 M	\$5.4 M
HCC	Wastewater JV	\$13.2 M	\$13.5 M	\$13.4 M	\$13.5 M	\$13.4 M
HCC*	Total	\$37.8 M	\$36.2 M	\$37.3 M	\$37.4 M	\$37.8 M
PCC	Drinking Water	\$4.8 M	\$5.7 M	\$4.8 M	\$6.1 M	\$4.8 M
PCC	Stormwater	\$1.4 M	\$2.4 M	\$1.4 M	\$2.3 M	\$1.4 M
PCC	Wastewater	\$2.7 M	\$4.4 M	\$2.7 M	\$4.3 M	\$2.7 M
PCC	Wastewater JV	\$3.3 M	\$3.8 M	\$3.4 M	\$3.9 M	\$3.4 M
PCC	Total	\$12.3 M	\$16.4 M	\$12.3 M	\$16.5 M	\$12.3 M
SWDC	Drinking Water	\$3.1 M	--	--	--	--
SWDC	Stormwater	\$0.4 M	--	--	--	--
SWDC	Wastewater	\$2.9 M	--	--	--	--
SWDC	Water Races	\$0.2 M	--	--	--	--
SWDC **	Total	\$6.4 M	--	--	--	--
UHCC	Drinking Water	\$3.2 M	\$4.2 M	\$3.2 M	\$4.5 M	\$3.2 M
UHCC	Stormwater	\$0.8 M	\$1.4 M	\$0.8 M	\$1.5 M	\$0.8 M
UHCC	Wastewater	\$1.8 M	\$2.5 M	\$1.8 M	\$2.5 M	\$1.8 M
UHCC	Wastewater JV	\$4.0 M	\$3.9 M	\$4.0 M	\$3.9 M	\$4.1 M
UHCC	Total	\$9.9 M	\$11.9 M	\$9.9 M	\$12.3 M	\$9.9 M
WCC	Drinking Water	\$28.1 M	\$22.4 M	\$23.0 M	\$23.4 M	\$22.7 M
WCC	Stormwater	\$4.4 M	\$6.0 M	\$4.4 M	\$6.1 M	\$4.3 M
WCC	Wastewater	\$27.6 M	\$32.4 M	\$27.8 M	\$32.7 M	\$27.7 M
WCC	Wastewater JV	\$5.6 M	\$5.6 M	\$5.6 M	\$5.6 M	\$5.6 M
WCC***	Total	\$65.6 M	\$66.3 M	\$60.7 M	\$67.8 M	\$60.3 M
Region		\$159.5 M	\$161.5 M	\$149.7 M	\$164.9 M	\$150.4 M

* HCC budget includes post consultation additional budget of \$2.8m in 2024/25 and \$1.4m from 2025/26 – 2033/34 for drinking water leak repairs. Residential meters assumed to be fully implemented by 2027/28.

**SWDC chose to develop an Annual Plan in 2024/25 and will develop a Long Term Plan this year.

*** WCC budget includes one off cost in Y1 \$2m and Y2 \$4m for Residential meters business case & an additional \$3.3m in Y1 for Drinking Water to be used on leak repair before summer.

Risks associated with current levels of investment (for the next three years)

Risks and issues identified by Wellington Water include:

- Rising numbers of unfixed leaks;
- Increasing backlog of renewals and upgrade work needed;
- Failure to invest at the recommended level means the new entity will not be positioned to be successful;
- Further interruptions to services;
- Rising costs in maintenance and repairs;
- Putting public health at risks through by deferring essential maintenance and upgrade work;
- There will be more impacts to the environment through untreated wastewater entering local waterways; possible prosecution for non-compliances at the region's wastewater treatment plants;
- Lack of engineering investigation work that is critical to understanding and monitoring the state of the region's network and condition of councils' assets so councils can make well informed decisions;
- Lack of investment by contractors and suppliers in people and equipment because of uncertain future work.

Corporate risks associated with current levels of investment (for the next three years)

Risks and issues identified by Wellington Water include:

- Difficulty demonstrating value for money, impacting the transition to a new entity;
- Challenges in fully implementing recommendations from the recent independent reviews leading to potential future errors;
- Risks associated with not investing in core technology systems, affecting efficiency, data management, performance reporting and increasing cyber risk;
- Outdated corporate systems and processes causing inefficiencies and unexpected costs;
- Inability to improve commercial risk management, business planning, assurance activities and processes, asset management, and information management.

Commitment of Delivery

Maintaining assets and delivering three waters services

We are focused on delivering our core services:

- Sufficient and safe drinking water for our communities;
- Removing and treating wastewater before returning it to the environment; and
- Stormwater risks and impact are managed.

We measure success by:

#	Purpose	Measure	Target 2025/26	Target 2026/27	Target * 2027/28
1	We deliver a level of service that our customers expect.	The percentage of our customers that report being	≥ 57.5%	≥ 60%	≥ 62.5%

#	Purpose	Measure	Target 2025/26	Target 2026/27	Target * 2027/28
		"Satisfied or Very Satisfied" with our services			
2	The yearly average level of fluoride leaving each Metropolitan Water Treatment Plant is within the Ministry of Health guidelines 95% of the time.	The yearly average level of fluoride leaving each Water Treatment Plant is within the Ministry of Health guidelines (0.7-1.0 parts per million 95% of the time.	Achieved at all plants	Achieved at all plants	Achieved at all plants
3	We will deliver safe drinking water to metro Wellington.	We comply with Drinking Water Quality Assurance Rules (Treatment)**	Compliant monthly (12/12 months compliant)	Compliant monthly (12/12 months compliant)	Compliant monthly (12/12 months compliant)
4	We will deliver safe drinking water to South Wairarapa.	We comply with Drinking Water Quality Assurance Rules (Treatment)**	Compliant monthly (12/12 months compliant)	Compliant monthly (12/12 months compliant)	Compliant monthly (12/12 months compliant)
5	Our metropolitan Wastewater Treatment Plants will operate as expected.	We receive zero abatement notices, infringement notices, enforcement orders or convictions for breaches of consent.	0 notices, orders and convictions	0 notices, orders and convictions	0 notices, orders and convictions
6	SWDC Wastewater Treatment Plants will operate as expected.	We receive zero abatement notices, infringement notices, enforcement orders or convictions for breaches of consent.	0 notices, orders and convictions	0 notices, orders and convictions	0 notices, orders and convictions
7	Annual target kilometres of pipe met.	Percentage of pipe replacement/ renewal completed.	To be based on Council funding TBA	To be set in 26-29 Statement of Intent	To be set in 27-30 Statement of Intent
8	We will deliver our capital programme within the expected range.	Total capital delivery is between \$297m and \$347m	To be set based on Council funding TBA	To be set in 26-29 Statement of Intent	To be set in 27-30 Statement of Intent
9	Our people remain engaged with our company and its purpose.	Our overall engagement score remains stable or increases.	Overall engagement greater than 60%	Overall engagement greater than 60%	Overall engagement greater than 60%
10	We will monitor and address critical health and safety risks for our people.	Health and Safety critical risks will be reviewed, and improvements implemented.	Two or more	Two or more	Two or more

*Targets for 27/28 may be reviewed by the new entity

**Measured separately at each Water Treatment Plant. The Metro Wellington drinking water treatment plants are Gear Island, Te Mārua, Wainuiomata and Waterloo. South Wairarapa treatment plants are Waiohine, Memorial Park, Martinborough and Pirinoa.

Note: that we are unable to meet the contact time requirements for chlorine at the Waterloo plant as the first customers serviced are too close to the plant.

Te Mana o te Wai – the korowai for water services

Te Mana o Te Wai prioritises the health and wellbeing of water first. The second priority is the health needs of people, and the third is the ability of people and communities to provide for their social, economic and cultural wellbeing.

This work is on hold. Once restarted we will:

- Develop a clear understanding of Te Mana o te Wai and what this means for our work;
- Apply Te Mana o te Wai in core areas of our work.

We measure success by:

#	Purpose	Measure	Target 2025/26	Target 2026/27	Target * 2027/28
11	Give effect to Te Mana o te Wai.	Give effect to Te Mana o te Wai by defining what this means for Wellington Water and provide direction on where and how it will be applied to our planning, regulatory and operational activities.	Develop strategy.	Implement and review strategy.	

*Targets for 27/28 may be reviewed by the new entity

Partnering with iwi and mana whenua

We value relationships with mana whenua iwi, including Taranaki Whānui ki te Upoko o te Ika, Ngāti Toa Rangatira, Ngāti Kahungunu ki Wairarapa-Tamaki Nui a Rua, and Rangitāne o Wairarapa.

We will:

- honour our agreements with Te Rūnanga o Toa Rangatira and Taranaki Whānui;
- build our understanding of Te Ao Māori;
- ensure Mana Whenua priorities are incorporated into operations;
- engage with mana whenua iwi on Resource Management Act-related activity.

We measure success by:

#	Purpose	Measure	Target 2025/26	Target 2026/27	Target * 2027/28
12	To demonstrate our commitment to partnering with mana whenua iwi	We regularly check with Te Rūnanga o Toa Rangatira and Taranaki Whānui that we are honouring our partnership agreements	Annual hui confirm that we are giving effect to the purpose and values set out in the relationship agreements	Annual hui confirm that we are giving effect to the purpose and values set out in the relationship agreements	Annual hui confirm that we are giving effect to the purpose and values set out in the relationship agreements
13	To demonstrate our commitment to partnering with mana whenua iwi	We offer partnership agreements to Ngāti Kahungunu ki Wairarapa-Tamaki Nui a Rua and Rangitāne o Wairarapa	No longer applicable with SWDC pursuing alternative options for water delivery		

*Targets for 27/28 may be reviewed by the new entity

Mitigate the risks of a water shortage

We will:

- Orient drinking water and maintenance investments to mitigate the risk of acute water shortages for short and long-term, including:
 - Invest in activities to reduce water loss and leaks;
 - Encourage customers to reduce water loss;
 - Complete the Te Mārua Water Treatment Plant upgrade;
- Provide Taumata Arowai and Councils with regular updates as required;
- Engage with the public early and consistently about water restrictions and risk; and
- Progress investment in water meters.

We measure success by:

#	Purpose	Measure	Target 2025/26	Target 2026/27	Target* 2027/28
14	There is sufficient water to meet customer needs	Wellington Water and councils do not implement Level 4 Water Restrictions	Achieved	Achieved	Achieved

*Targets for 27/28 may be reviewed by the new entity

Deliver a single integrated water meter implementation plan across councils

The metro residential water metering plan is a core activity supporting a sustainable regional water supply. It supports water loss reduction and customer water use efficiency.

We will:

- Work with metro councils to deliver a single integrated water meter implementation plan;
- Ensure regular communications with councils;
- Provide councils with accurate estimates of cost.

We measure success by:

#	Purpose	Measure	Target 2025/26	Target 2026/27	Target* 2027/28
15	We manage the region's water shortage risk in the medium to long term	Prepare a regionally consistent plan for roll out of residential water meters across our metropolitan council areas.	Procurement commenced, funding agreed, roll out of water meters has commenced.	Roll out of water meter installation continues.	Rollout of water meters continues

*Targets for 27/28 may be reviewed by the new entity

Compliance, assurance, and performance reporting

Measuring and Reporting on our performance

We report to councils and regulators on activities and performance measures set by legislation, councils, and the Wellington Water Committee, ensuring accountability for delivery, value for money, and continuous improvement. We seek a 'no surprises' approach.

Regular reporting includes:

- Monthly: Finance, operational, and capital delivery reports for each council; water performance (including average fluoridation levels) and wastewater treatment plant performance and compliance;
- Quarterly and annually: Reporting on the 17 measures set out in this Statement of Intent, and up to 35 mandatory Department of Affairs measures with council-specific targets;
- Statutory reporting: Compliance reporting to Taumata Arowai under the Water Services Act 2021, and to Greater Wellington Regional Council on resource consent compliance;
- As applicable: including Service outages; wastewater discharges from the wastewater treatment plants and overflows from the wastewater network; key advice to councils; and responses to Local Government Official Information and Meetings Act requests.

We will:

- Provide timely reports on financial, non-financial, and compliance performance;
- Proactively raise current and potential treatment plant non-compliances with councils;
- Ensure transparency with the community on treatment plant non-compliance, particularly those impacting public health, safety, and the environment.

Demonstrating value for money

The Wellington Water Committee asked Wellington Water to provide assurance that it focuses on delivery and sustainable operational gains, both of which are important to us.

Recent reviews have told us we needed to improve our structure, systems, and processes to manage costs more effectively and ensure proper financial oversight. Value-for-money is a key focus for Wellington Water and recent changes to the organisational structure and contractual arrangements with contractors and consultants will support more prudent financial management.

Single performance framework for the region:

From 1 July, Wellington Water will report on a single integrated performance framework developed during 2024-2025, with key performance indicators to improve efficiency, effectiveness, transparency, and oversight for the region. The first draft of this framework will be based on a minimal product using available data; and will be developed iteratively with councils.

#	Purpose	Measure	Target 2025/26	Target 2026/27	Target * 2027/28
16	Create a single regional performance framework	Report on work with our shareholding councils to develop a single regional performance framework	Refinement of the framework developed	Implementation	

*Targets for 27/28 may be reviewed by the new entity

We will continue to:

- Drive efficiency improvements across the organisation;
- Set performance targets to enhance effectiveness, focusing on outcomes, quality, timeliness, safety, and value for money;
- Explore benchmarking options for performance and cost comparisons;
- Implement improvements from the review of the Fulton Hogan Wellington Water partnership (Alliance) and key contracting arrangements to ensure value delivery;
- Provide the Wellington Water Committee with examples of value for money initiatives;
- Deliver the actions set out in the Organisational Capability Plan to lift our capability.

We measure success by:

#	Purpose	Measure	Target 2025/26	Target 2026/27	Target 2027/28
17	Revisit supply chain to ensure efficiency and value for money	Review key contracting arrangements for maintenance and capital works	Agreed actions from review(s) are implemented	Agreed actions are implemented and reported to the Wellington Water Committee	Agreed actions are implemented
18	Lift our organisational capability	Report at least quarterly to the Wellington Water Committee	Achieve	Achieve	Achieve

*Targets for 27/28 will be reviewed by the new entity

Systems and technology improvements investment

Significant investment is required in WWL's technology and asset management systems to support effective and efficient operations.

We will:

- Develop a prioritised programme of investment for key information systems technology that can be utilised by WWL in the short-medium term and passed to the new water entity in the longer term;
- Undertake this in partnership with the intended shareholders of the new water entity and include finance, asset management and scoping of customer relationship management system;
- Report on progress quarterly.

Letter of Expectation

Mayor Campbell Barry
Chair, Wellington Water Committee
Private Bag 31912
LOWER HUTT

7 February 2025

Nick Leggett

Chair

Wellington Water Limited

Private Bag 39804

WELLINGTON

Kia ora Nick

Letter of Expectation 2025 - 2028

This letter sets out the priorities and expectations of the six shareholding Councils and Mana Whenua of Wellington Water Limited (WWL) for the period 2025-2028.

We expect these to be reflected in the development of WWL's draft Statement of Intent for the Wellington Water Committee's consideration. These priorities have been informed by discussions over the past year.

Context

Over the past year the pathway to water reform has become somewhat clearer with councils accountable for the development and adoption of Water Service Delivery Plans (WSDP) by 3 September 2025.

In our region five of the six shareholding councils remain committed to development of a joint WSDP and the establishment of a new regional water entity by 2026. In addition, South Wairarapa District Council is working with the other Wairarapa councils on a potential local CCO model.

The reform process and establishment of a new water entity will have implications for WWL. In particular:

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1. This responsibility sits outside the WWL governance arrangements but will require the active cooperation of the company especially in the provision of information and operational expertise.
2. The intent is that this process will lead to the eventual disestablishment of WWL, however it is intended that significant operational aspects of WWL, including staff, contracts and relationships would transfer to the new entity. As a result, WWL needs to maintain ongoing alignment with the establishment planning to ensure that it is in a position to support this process.
3. The focus in the short to medium term must be on WWL managing assets and delivering three water services efficiently and effectively with emphasis as outlined below and in line with Organisational Capability Plan 2024-2026.

Te Mana o Te Wai – the korowai for water services

Te Mana o te Wai prioritises the health and wellbeing of water first. The second priority is the health needs of people and the third is the ability of people and communities to provide for their social, economic and cultural wellbeing.

We expect WWL to give effect to te Mana o te Wai, in planning, regulatory and operational areas working in partnership with mana whenua.

Key Expectations of Wellington Water Limited for 2025-26

1. Within agreed funding, prioritisation and delivery of the Organisational Capability Plan 2024-2026 and respond to the key findings of recent reviews of WWL including the WWL Cost Estimation Error. In particular, provide regular quarterly reporting that demonstrates tangible progress in relation to:
 - Accountability – including organisational restructuring so that accountabilities are clear and capabilities can be enhanced in the lead up to a new entity, ensuring value for money
 - Assurance – establish effective risk management, align internal management with strategic goals, improve operational efficiency and Compliance, and oversee the implementation of review recommendations
 - Controls – finance and process: Strengthen the overall control environment by creating and enhancing internal controls that support consistency and quality in financial and other capability, planning, process and systems
 - Improve programme and project governance including performance monitoring
 - Responsibilities to shareholders: rebuild the trust and confidence of shareholding councils in WWL
 - Transition to a new entity: Prepare, support and engage in the transition to a new entity
 - Ways of working: embed organisational values and behaviours into daily practices, defining clearer leadership expectations, and adapting performance management to ensure accountability and to support a positive workplace culture.

2. WWL will work with shareholders to deliver on a single integrated water meter implementation plan across the shareholding Councils.
3. Develop a prioritised programme of investment for key information technology systems that can be utilised by WWL in the short-medium term and passed to the new water entity in the longer term. This programme should be done in partnership with the intended shareholders of the new entity and will include finance, asset management and scoping of customer relationship management system (CRM).
4. For the next year, drinking water investments and maintenance should be oriented around mitigate the risk of an acute water shortage for the summer of 2026 while addressing the long term risks and solutions – including bulk water storage.
5. The shareholding Councils endorse the five existing priority areas for WWL, and note that these need to be balanced:
 - Look after existing infrastructure.
 - Support growth.
 - Ensure sustainable water supply for the future.
 - Improve water quality in our rivers, streams, and harbours.
 - Reduce our carbon emissions and adapt to the impacts of climate change.
6. WWL must ensure that local Mana Whenua priorities are incorporated into operations.

This letter is communicated at a time where we are looking to a future delivery model in order to address the challenge that our assets continue to fail, with obvious and high-profile consequences across the network. The need for WWL and its shareholders to work together in pursuit of these expectations has never been greater.

The shareholding Councils look forward to receiving a concise draft of the WWL Statement of Intent no later than 1 April 2025.

Please contact wendy.walker@porirua.govt.nz should you have any queries.

Yours sincerely



Campbell Barry
Chair

Wellington Water Committee

Department of Internal Affairs (DIA) measures

The DIA sets non-financial performance measures (the Rules) for local authorities, which are consistent nationwide. Each council sets targets for these rules, and Wellington Water reports on these targets throughout the year.

The first two performance measures, related to Drinking Water safety, refer to Compliance with Part 4 and Part 5 of the Drinking Water Standards for New Zealand which were revoked as of 13 November 2022. Taumata Arowai is now the Water Services regulator and has set new measures. With reporting done monthly to the regulator. The DIA rules haven't been updated to reflect this change, so we report compliance with the closest approximation under the new framework.

DIA Part/Sub Part	Measures	Targets					
		GWRC	PCC	UHCC	SWDC	WCC	HCC
Part 2: Sub-part 1 - Water supply	(1) Performance measure 1 (safety of drinking water) The extent to which the local authority's drinking water supply complies with: (a) part 4 of the drinking-water standards (bacteria compliance criteria).	Compliant	Compliant*	Compliant	Compliant*	Compliant	Compliant*
Part 2: Sub-part 1 - Water supply	(1) Performance measure 1 (safety of drinking water) The extent to which the local authority's drinking water supply complies with: (b) part 5 of the drinking-water standards (protozoal compliance criteria).	Compliant	Compliant	Compliant	Compliant*	Compliant	Compliant*
Part 2: Sub-part 1 - Water supply	(2) Performance measure 2 (maintenance of the reticulation network) The percentage of real water loss from the local authority's networked reticulation system (including a description of the methodology used to calculate this). ¹ Calculated as a regional mean value	+/- 0.25%	< 20% ¹	< 20% ¹	< 30%	< 17% ¹	< 20% ¹
Part 2: Sub-part 1 - Water supply	(3) Performance measure 3 (fault response times)	≤ 90 min	≤ 90 min	≤ 60 min		≤ 60 min	≤ 90 min

DIA Part/Sub Part	Measures	Targets					
		GWRC	PCC	UHCC	SWDC	WCC	HCC
	Where the local authority attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response times measured (a) attendance for urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site,				< 75% attendance in < 1 hour		
Part 2: Sub-part 1 - Water supply	(3) Performance measure 3 (fault response times) Where the local authority attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response times measured (b) resolution of urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption.	≤ 8 hours	≤ 8 hours	≤ 4 hour	< 90% resolution in 8 hours	4 hours	8 hours
Part 2: Sub-part 1 - Water supply	(3) Performance measure 3 (fault response times) Where the local authority attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response times measured (c) attendance for non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site	≤ 72 hours	≤ 20 working days	≤ 36 hours	≥ 75% attendance in < 2 working days	≤ 36 hours	≤ 72 hours
Part 2: Sub-part 1 - Water supply	(3) Performance measure 3 (fault response times) Where the local authority attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response times measured	≤ 20 days	≤ 20 working days	≤ 15 days	≥ 75% resolved in < 5 working days	5 days	20 working days

DIA Part/Sub Part	Measures	Targets					
		GWRC	PCC	UHCC	SWDC	WCC	HCC
	(d) resolution of non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption						
Part 2: Sub-part 1 - Water supply	(4) Performance measure 4 (customer satisfaction) The total number of complaints received by the local authority about any of the following: (a) drinking water clarity (a) drinking water taste (b) drinking water odour (c) drinking water pressure or flow (d) continuity of supply, and (e) the local authority's response to any of these issues expressed per 1000 connections to the local authority's networked reticulation system	< 20 complaints per 1000 connections	< 20 complaints per 1000 connections	< 20 complaints per 1000 connections (Except (e))	< 75 per 1000 connections (Except (e))	< 20 complaints per 1000 connections	< 20 complaints per 1000 connections
Part 2: Sub-part 1 - Water supply	(5) Performance measure 5 (demand management) The average consumption of drinking water per day per resident within the territorial authority district	375L	320L	415L	400L	365L	385L
Sub-part 2 – Sewerage and the treatment and disposal of sewerage	(1) Performance measure 1 (system and adequacy) The number of dry weather sewerage overflows from the territorial authority's sewerage system expressed per 1000 sewerage connections to that sewerage system.	N/A	< 20 per 1000 connections	< 20 per 1000 connections	< 10 per 1000 connections	Zero	< 20 per 1000 connections
Sub-part 2 – Sewerage and the treatment and disposal of sewerage	(2) Performance measure 2 (discharge compliance) Compliance with the territorial authority's resource consents for discharge from its sewerage system measured by the number of:	N/A	Nil	Nil	< 2	Nil	Nil

DIA Part/Sub Part	Measures	Targets					
		GWRC	PCC	UHCC	SWDC	WCC	HCC
	(a) abatement notices received by the territorial authority in relation to those resource consents						
Sub-part 2 – Sewerage and the treatment and disposal of sewerage	(2) Performance measure 2 (discharge compliance) Compliance with the territorial authority's resource consents for discharge from its sewerage system measured by the number of: (b) infringement notices received by the territorial authority in relation to those resource consents	N/A	Nil	Nil	Nil	Nil	Nil
Sub-part 2 – Sewerage and the treatment and disposal of sewerage	(2) Performance measure 2 (discharge compliance) Compliance with the territorial authority's resource consents for discharge from its sewerage system measured by the number of: (c) enforcement orders received by the territorial authority in relation to those resource consents	N/A	Nil	Nil	Nil	Nil	Nil
Sub-part 2 – Sewerage and the treatment and disposal of sewerage	(2) Performance measure 2 (discharge compliance) Compliance with the territorial authority's resource consents for discharge from its sewerage system measured by the number of: (d) convictions received by the territorial authority in relation to those resource consents	N/A	Nil	Nil	Nil	Nil	Nil
Sub-part 2 – Sewerage and the treatment and disposal of sewerage	(3) Performance measure 3 (fault response times) Where the territorial authority attends to sewerage overflows resulting from a blockage or other fault in the territorial authority's sewerage system, the following median response times measured: (a) attendance time: from the time that the territorial authority receives notification to the time that service personnel reach the site	N/A	≤ 60 min	≤ 60 min	≥ 70% resolved in < 1 hour	≤ 1 hour	≤ 90 min

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DIA Part/Sub Part	Measures	Targets					
		GWRC	PCC	UHCC	SWDC	WCC	HCC
Sub-part 2 – Sewerage and the treatment and disposal of sewage	(3) Performance measure 3 (fault response times) Where the territorial authority attends to sewerage over-flows resulting from a blockage or other fault in the territorial authority's sewerage system, the following median response times measured: (b) resolution time: from the time that the territorial authority receives notification to the time that service personnel confirm resolution of the blockage or other fault.	N/A	≤ 6 hours	≤ 6 hours	≥ 75% resolved in < 4 hours	≤ 6 hours	8 hours
Sub-part 2 – Sewerage and the treatment and disposal of sewage	(4) Performance measure 4 (customer satisfaction) The total number of complaints received by the territorial authority about any of the following: (a) sewage odour (b) sewerage system faults (c) sewerage system blockages, and (d) the territorial authority's response to issues with its sewerage system, expressed per 1000 connections to the territorial authority's sewerage system	N/A	< 30 total	< 30 complaints per 1000 connections	< 60 per 1000 connections	< 30 complaints per 1000 connections	< 30 complaints per 1000 connections
Sub-part 3 – Stormwater drainage	(1) Performance measure 1 (system adequacy) (a) The number of flooding events that occur in a territorial authority district	N/A	2	Zero	0**	2	2
Sub-part 3 – Stormwater drainage	(1) Performance measure 1 (system adequacy) (b) For each flooding event, the number of habitable floors affected. (Expressed per 1000 properties connected to the territorial authority's stormwater system.) The regional consistency for habitable floors affected in a flooding event is 10 per event, however as the DIA measure is per 1000 properties connected, we have calculated this based on connections in 2020/21.	N/A	0.57	Zero	0**	0.13	0.24

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DIA Part/Sub Part	Measures	Targets					
		GWRC	PCC	UHCC	SWDC	WCC	HCC
Sub-part 3 – Stormwater drainage	(2) Performance measure 2 (discharge compliance) Compliance with the territorial authority's resource consents for discharge from its stormwater system, measured by the number of: (a) abatement notices received by the territorial authority in relation to those resource consents	N/A	Nil	Nil	Nil	Nil	Nil*
Sub-part 3 – Stormwater drainage	(2) Performance measure 2 (discharge compliance) Compliance with the territorial authority's resource consents for discharge from its stormwater system, measured by the number of: (b) infringement notices received by the territorial authority in relation to those resource consents	N/A	Nil	Nil	Nil	Nil	Nil*
Sub-part 3 – Stormwater drainage	(2) Performance measure 2 (discharge compliance) Compliance with the territorial authority's resource consents for discharge from its stormwater system, measured by the number of: (c) enforcement orders received by the territorial authority in relation to those resource consents	N/A	Nil	Nil	Nil	Nil	Nil*
Sub-part 3 – Stormwater drainage	(2) Performance measure 2 (discharge compliance) Compliance with the territorial authority's resource consents for discharge from its stormwater system, measured by the number of: (d) convictions	N/A	Nil	Nil	Nil	Nil	Nil*

DIA Part/Sub Part	Measures	Targets					
		GWRC	PCC	UHCC	SWDC	WCC	HCC
	received by the territorial authority in relation to those resource consents						
Sub-part 3 – Stormwater drainage	(3) Performance measure 3 (response times) The median response time to attend a flooding event, measured from the time that the territorial authority receives notification to the time that service personnel reach the site.	N/A	≤ 8 Hours	≤ 60 minutes	95% within 5 hours	≤ 60 minutes	8 hours
Sub-part 3 – Stormwater drainage	(4) Performance measure 4 (customer satisfaction) The number of complaints received by a territorial authority about the performance of its stormwater system, expressed per 1000 properties connected to the territorial authority's stormwater system.	N/A	< 20 per 1000 connections	< 20 per 1000 connections	Zero**	< 20 per 1000 connections	< 20 per 1000 connections

These targets are worded significantly differently in the councils' LTP, but are measuring substantially the same level of service

**SWDC does not have a stormwater system as defined by the DIA

Governance and shareholder information







Wellington Water Committee

The Wellington Water Committee is a joint committee of our councils under the Local Government Act 2002 and provides governance oversight of Wellington Water.


It does this by considering the company's half-year and annual reports, monitoring performance, recommending directors for appointments, and providing recommendations to shareholders on proposals.


Each shareholder holds an equal percentage of the voting shares ('A' shares) of Wellington Water.

The Wellington Water Committee writes an annual Letter of Expectations to Wellington Water's Board of Directors, which outlines key priorities and areas of focus. It is used to guide the development of our Statement of Intent. The Committee comprises:

Wellington Water Committee		
	Mayor Campbell Barry	Wellington Water Committee Chair Hutt City Council
	Ros Connelly	Wellington Water Committee Deputy Chair Greater Wellington Regional Council
	Mayor Anita Baker	Porirua City Council
	Mayor Tory Whanau	Wellington City Council
	Mayor Wayne Guppy	Upper Hutt City Council
	Deputy Mayor Melissa Sadler-Futter	South Wairarapa District Council

The Wellington Water Committee has three iwi appointments.

	Lee Rauhina-August	Taranaki Whānui ki te Upoko o te Ika
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Andrea Rutene	Ngāti Kahungunu ki Wairarapa Tamaki Nui a Rua Treaty Settlement Trust
 Helmut Modlik	Te Rūnanga o Toa Rangatira

Information to be provided to shareholders

In each year, Wellington Water will comply with the reporting requirements of the Local Government Act 2002 and the Companies Act 1993 and regulations. In particular, Wellington Water will provide:

- A Statement of Intent, detailing all matters required under the Local Government Act 2002, including financial information for the next three years;
- Within two months after the end of the first half of each financial year, a report on the operations of Wellington Water to enable an informed assessment of its performance, including financial statements (in accordance with section 66 of the Local Government Act 2002); and
- Within three months after the end of each financial year, an annual report, which provides a comparison of its performance with the Statement of Intent, with an explanation of any material variances, audited consolidated financial statements for that financial year, and an auditor's report (in accordance with sections 67, 68, and 69 of the Local Government Act 2002). Note that the LGA has been amended to temporarily extend the timeframe for this financial year to 30 November 2022 (s67(5)(b)).

Share acquisition

There is no intention to subscribe for shares in any other company or invest in any other organisation.

Compensation from local authority

It is not anticipated that the company will seek compensation from any local authority other than in the context of management services agreements and the shareholders' agreements with client councils.

Equity value of the shareholders' investment

The total shareholders' equity is estimated to be valued at \$1 million as at 31 December 2024. This value will be assessed by the directors on completion of the annual accounts or at any other time determined by the directors. The method of assessment will use the value of shareholders' funds as determined in the annual accounts as a guide.

Ratio of consolidated shareholders' funds to total assets

The ownership of infrastructural assets is retained by the shareholders (or other clients). The business returns all benefits to shareholders; the ratio of shareholders' funds to assets is 3% for the 2025/26 financial year.

Board of Directors of Wellington Water

All directors must be independent and are selected by the Wellington Water Committee. Each director can serve a maximum of two terms, or six years, unless agreed by the Wellington Water Committee.

The Board is responsible for the direction and control of Wellington Water Limited. The Chair of the Board reports to the Wellington Water Committee. The Board approves strategy, ensures legal Compliance, and monitors Wellington Water's performance, risks, and viability.

The Board establishes with management (and in consultation with shareholders) clear strategic outcomes that drive performance. The Board is mindful of the significant investment by its shareholder councils in its operations, and of the need to preserve, grow, and demonstrate shareholder value and regional prosperity through the provision of its three waters services.

The Board will ensure that the company focuses on the priorities set out in the shareholders' Letter of Expectations. The Board is also mindful of its relationship with the Wellington Water Committee and how both the Board and the Wellington Water Committee influence the company in different ways.

The Board supports the management team to deliver and report on performance using a 'no surprises' approach, by creating an environment of trust where information is freely available, decision-making is transparent, and strategic conversations provide insights and guidance for the company. Consistent with a high-performance organisation, Board members challenge management (and other Board members) to keep a healthy culture of inquiry and openness.

Board of Directors	Appointed to
	Nick Leggett (Chair)
	1 September 2025
	Leanne Southey
	30 June 2025
	Mahina Puketapu
	1 September 2025
	Bill Bayfield

Wellington Water Limited

Wellington Water is a council-controlled organisation as defined by section 6 of the Local Government Act 2002. Wellington Water is also covered by the Companies Act 1993 and governed by law and best practice. The Shareholders' and Partnership Agreement relating to Wellington Water




outlines the way the shareholders manage their shareholdings in Wellington Water and their respective relationships with each other.



The principal objectives of Wellington Water as set out in our Constitution are to:

- Manage drinking-water, wastewater, and stormwater services in the greater Wellington region for local authority shareholders;
- Achieve the objectives of its shareholders;
- Be a good employer;
- Exhibit a sense of social and environmental responsibility by having regard to the interests of the community in which the company operates and by endeavouring to accommodate or encourage these when able to do so; and
- Conduct its affairs in accordance with sound business practice.

Each shareholding client council owns its own three waters assets (pipes, pump stations, reservoirs, and treatment plants), and decides on the level of service it will purchase from us, the policies it will adopt, and the investments it will make (after considering our advice) in consultation with its community.

We operate under the Companies Act 1993 and the Local Government Act 2002 and comply with the Health Act 1956, requirements of the Drinking Water Regulator Taumata Arowai under the Water Services Act, and other legislation such as the Resource Management Act 1991, the Wellington Regional Water Board Act 1972 and the Health and Safety at Work Act 2015.

Executive Leadership Team		
	Pat Dougherty	Chief Executive
	Julie Alexander	Chief Network Strategy and Planning Officer
	Charles Barker	(Acting) Chief Operating Officer

	Erin Ganley	(Acting) Chief Risk and Compliance Officer
	Wayne Maxwell	(Acting) Chief Corporate Services Officer

Prospective financial statements

The financials in this SOI are draft and include a number of assumptions that are subject to change. Final council approved budgets were not available at the time of publishing.

Prospective Statement of Comprehensive Revenue and Expenses

	Projection 2026 \$000	Projection 2027 \$000	Projection 2028 \$000
Council work programme	441,289	462,520	602,449
Stimulus funding programme			
Management & advisory services	22,814	22,814	22,814
Other revenue	1,400	1,200	1,200
Total revenue	465,503	486,535	626,463
Council capex and Council opex programme	(441,289)	(462,520)	(602,448)
Salaries and wages	(56,490)	(55,509)	(58,143)
Corporate (Direct) costs charged to capex and opex program	57,741	55,221	58,524
Superannuation	(1,848)	(1,886)	(1,967)
Directors' fees	(240)	(240)	(240)
Audit - financial statements	(303)	(309)	(315)
Operating leases	(2,747)	(2,747)	(2,747)
Other personnel costs	(3,319)	(2,971)	(3,020)
Other operating expenses	(15,901)	(13,408)	(14,194)
Depreciation and amortisation	(2,173)	(2,165)	(1,913)
Total expenses	(466,569)	(486,535)	(626,463)
Surplus/(deficit) before tax	(1,066)	0	-
Tax (expense)/credit	-	-	-
Total comprehensive revenue and expenses	(1,066)	0	-
Attributable to:			
Wellington City Council	(427)	0	-
Hutt City Council	(213)	0	-
Upper Hutt City Council	(85)	0	-
Porirua City Council	(128)	0	-
Greater Wellington Regional Council	(160)	0	-
South Wairarapa District Council	(53)	0	-
Total comprehensive revenue and expenses	(1,066)	0	-

The financials in this SOI are draft and include a number of assumptions which are subject to change. Final council approved budgets were not available at the time of publishing.

Prospective Statement of Changes in Equity

	Retained Earnings \$000	Issued Capital \$000	Total \$000
Balance at 1 July 2025	2,342	1,000	3,342
Comprehensive revenue and expenses			
Net surplus/(deficit) for the year	(1,066)	-	(1,066)
Projected balance at 30 June 2026	1,276	1,000	2,276
Balance at 1 July 2026	1,276	1,000	2,276
Comprehensive revenue and expenses			
Net surplus/(deficit) for the year	0	-	0
Projected balance at 30 June 2027	1,276	1,000	2,276
Balance at 1 July 2027	1,276	1,000	2,276
Comprehensive revenue and expenses			
Net surplus/(deficit) for the year	-	-	-
Projected balance at 30 June 2028	1,276	1,000	2,276

The financials in this SOI are draft and include a number of assumptions which are subject to change.
Final council approved budgets were not available at the time of publishing.

Prospective Statement of Financial Position

	Projection 2026 \$000	Projection 2027 \$000	Projection 2028 \$000
Cash and cash equivalents	32,970	33,863	34,504
Receivables and prepayments	38,792	40,545	52,205
Tax (receivable)	-	-	-
Total current assets	71,762	74,408	86,709
Intangible assets	132	132	132
Property, plant and equipment, vehicles	3,070	2,429	1,788
Deferred tax	-	-	-
Total non-current assets	3,202	2,561	1,920
Total assets	74,964	76,969	88,629
Payables and provisions	69,579	71,476	83,136
Employee entitlements	3,084	3,192	3,192
Tax payable/(receivable)	-	-	-
Total current liabilities	72,663	74,668	86,328
Employee entitlements	25	25	25
Capital grant in advance	-	-	-
Total non-current liabilities	25	25	25
Total liabilities	72,688	74,693	86,353
Net assets	2,276	2,276	2,276
Issued capital	1,000	1,000	1,000
Retained earnings	1,276	1,276	1,276
Total equity	2,276	2,276	2,276
Shareholder equity ratio	3%	3%	3%

The financials in this SOI are draft and include assumptions that are subject to change. Final council-approved budgets were not available at the time of publication.

Prospective Statement of Cash Flows

	Projection 2026 \$000	Projection 2027 \$000	Projection 2028 \$000
Receipts from customers	464,103	485,335	625,263
Interest received	1,400	1,200	1,200
Employees and suppliers	(464,396)	(484,370)	(624,550)
Tax paid			
Interest paid	-	-	-
Net cash flow from operating activities	1,107	2,165	1,913
Purchase of intangibles	(165)	(165)	(165)
Purchase of property, plant and equipment, vehicles	(1,407)	(1,107)	(1,107)
Proceeds from disposal of assets	-	-	-
Net cash flow from investing activities	(1,572)	(1,272)	(1,272)
Repayment of borrowings	-	-	-
Share capital issued	-	-	-
Net cash flow from financing activities	-	-	-
Net cash flow	(465)	893	641
Add: cash at the beginning of the year	33,435	32,970	33,863
Cash at the end of the year	32,970	33,863	34,504
Comprising:			
Cash at bank and on hand	32,970	33,863	34,504

The financials in this SOI are draft and include a number of assumptions which are subject to change.
Final council approved budgets were not available at the time of publishing.

Additional content of statement of intent of council-controlled trading organisations

The statement of intent for a council-controlled trading organisation must include, as well as the information required by [Part 2](#) of this schedule, the following information:

Major accounting policies

Revenue

Revenue is derived from the six council shareholders, and from occasionally charging third parties for work performed. Revenue is billed and recognised monthly and consists of management and advisory services, council operational expenditure (opex) programme and council capital expenditure (capex) programme.

Management and advisory services

The management and advisory services revenue is recognised using the percentage of completion method and is agreed with councils and performed on a financial year basis. Management and advisory services revenue has been fully recognised because services have been fully provided at balance date.

Operational expenditure programme and unexpected event reserve

The operational expenditure programme fee is recognised using the percentage of completion method. Wellington Water develops an Annual Work Programme from the Long-Term Plans of councils which is delivered on a financial year basis. Wellington Water enters into contracts with contractors to perform the work and manages the programme. Wellington Water is acting as a principal in relation to these transactions. Wellington Water employees also perform some of the work.

Operational expenditure programme revenue has been fully recognised because services have been fully provided at balance date.

Any part of the operational expenditure charge that remains unspent is transferred to the unexpected event reserve (up to an agreed cap). This reserve is used to fund unexpected events that may occur in relation to the three waters network and is ring fenced for each council. Funds that are transferred to the unexpected event reserve are accounted for as deferred revenue at balance date, as the reserve reflects revenue received in advance of providing services.

Capital expenditure programme

The capital expenditure programme fee is recognised using the percentage of completion method and based on the costs incurred as a percentage of total costs under the contracts. The capital expenditure programme fee also comprises a portion of Wellington Water labour costs that are directly attributable to the capex programme.

Wellington Water develops an annual work programme that is jointly agreed with councils. Wellington Water is responsible for the procurement process including selection of contractors and contract pricing, enters into contracts with contractors to perform the work, and manages the programme. Wellington Water is acting as a principal in relation to these transactions. Wellington Water has recognised capital expenditure programme revenue and expenses equivalent to the invoices paid or payable to third parties for the financial year.

Property, plant and equipment, vehicles and intangibles

Property, plant and equipment (PPE) consists of fit-out and equipment. Vehicles consist of commercial vehicles used for operational purposes. Intangible assets consist of computer software and systems. These assets are carried at cost less accumulated depreciation or amortisation and accumulated impairments. Assets are reviewed annually for indicators of impairment.

Cost

These assets are initially measured at cost. Expenditure is capitalised when it creates a new asset or increases the economic benefits over the total life of an existing asset and can be measured reliably. Assets under construction are recorded as capital work in progress and include operational and intangible assets under construction. Costs that do not meet the criteria for capitalisation are expensed.

The cost of assets includes the purchase cost and those costs that are directly attributable to bringing the asset into the location and condition necessary for its intended purpose. Subsequent expenditure that extends or expands the asset's service potential and that can be measured reliably is capitalised.

Depreciation and amortisation

Depreciation is calculated on a straight-line basis, to allocate the cost or value of the asset over its useful life. The useful lives and depreciation rates are reviewed annually, and adjusted if appropriate at each balance date.

The range of depreciation and amortisation rates for each class of asset is:

Fit-out and equipment 6% – 67%

Vehicles 13.5% – 20%

Intangibles 40%



Komiti Ngā Wai Hanganua | Wellington Water Committee

28 February 2025

Report no: WWC2025/1/38

Wellington Water Limited Half-Year Report to 31 December 2024

Recommendation

That the Committee receives and notes the Half-Year Report to 31 December 2024.

Appendices

No.	Title	Page
1↓	Wellington Water Committee Wellington Water Half-Year Report	110
2↓	Wellington Water Half yearly report to 31 December 2024	113

Author: Wellington Water Limited



Wellington Water Committee | Komiti Ngā Wai Hangarua

14 March 2025

File: ()

Report no:

Wellington Water Half-Year Report to 31 December 2024

Purpose of Report

1. The purpose of this paper is to provide the Wellington Water Ltd Half-Year Report to the Committee for their information.

Recommendations

That the Committee:

- (i) Receive the Half-Year Report to 31 December 2024

Background

2. Wellington Water Ltd (the Company) is required under the Local Government Act 2002 to produce a Half-Year report, and to provide that report to its shareholders before the beginning of March in the year the report relates. The report must contain information required by the Company's Statement of Intent (SOI).
3. The Half-Year Report shows the financial and non-financial performance of the Company for the period 1 July 2024 to 31 December 2024. Unlike the Annual Report, the Half-Year Report is not audited.

Performance for the first six months

4. Financial and non-financial performance for the first half of the year has been fair.
5. We have ten SOI measures, two annual targets are expected to be achieved before year-end, one measure is on hold and four are not achieved. We are on track for the majority of Department of Internal Affairs (DIA) measures.

Page 1

6. The Council capex programme revenue decreased by \$22 m, while the Council Opex budget increased by \$12m. There was an overall net revenue decline of approximately \$10m compared to last year. These variations are attributed to the specific plans and budgets outlined in each councils Long-Term Plan.
7. Wellington Water's expenses decreased by \$4m over the same period last year, due to the decrease in the capital delivery programme. The net deficit for the half-year ended 31 December 2024 stands at \$1m.
8. Equity at the end of the half year, 31 December 2024, of \$6m includes the \$1m deficit as noted above, and detailed in the Statement of Comprehensive Revenue and Expenses within the Half-yearly Report.
9. The delivery of our capital programme is tracking within the annual capital range of \$297m to \$347m. Year-to-date capex spend across the programme is \$129 million vs \$149 million budget with \$57m relating to three key projects: Whakawhirinaki Silverstream, Te Marua WWTP capacity upgrade and the PCC Central City Wastewater Storage projects. The forecast expenditure of the capital programme is \$325m for the full year against a budget of \$367m.
10. Fluoridation targets were met at the four metropolitan water treatment plants over the first half of the year. The unforeseen Health and Safety concerns identified in the last Half-Yearly annual report were investigated and addressed.
11. The Seaview, Moa Point and Greytown Wastewater Treatment Plants are currently non-compliant with activity at the plants to bring them back to compliance.
12. The backlog of open jobs on the water network has been significantly reduced with 425 leaks on the regional public network and 405 private leaks in the regions private network at the end of the first half of the financial year.
13. Customer satisfaction has increased steadily over the last six months, to 75% year-to-date. This is driven by additional funding for leak repairs enabling response times and efficiency.
14. Work with our shareholding councils to develop a single regional performance framework is progressing; however, it is impacted by organisational changes including unplanned reviews and personnel changes.

Next Steps

15. Councils are required to publish the Half-Year Report on their websites within one month of receiving it. Following this meeting, the Company will prepare a publication version and forward the document to council officers to do so.

Climate Change Impact and Considerations

The matters addressed in this report have been considered in accordance with the process set out in Council's Climate Change Considerations Guide.

Appendices

There is one appendix to this report.

1. Wellington Water Half-Year Report

Author: External Author (Wellington Water Ltd)
WW

Wellington Water Half-Year Report

2024/25

Foreword

Welcome to this half-year report for the 2024/25 financial year.

Changes in a changing world

The path of water reform over the last few years has been dynamic and uncertain. Now, under *Local Water Done Well*, our shareholding councils are working at pace to develop and consult on the form and function of a new water services entity.

As our work programme has grown – for example since 2018/19, our capital programme has increased from around \$65 million to more than \$329 million in 2023/24 - Wellington Water has not matured. We are not right-sized for the work we must deliver for our shareholders or the region's challenges. We have not communicated our organisational needs well over the years, but we have responded to councils' pressure to reduce costs by prioritising investment in managing assets and services over investing in the organisation's health. One reason for this has been waiting for the various water reform programmes to define and deliver the change. As a result, we are less efficient, rely heavily on consultants, suppliers and an outsourcing model to deliver core activities, and our people are not set up to do their best as they are significantly constrained by a lack of investment in systems and processes.

The corporate cost budgeting error

We faced significant scrutiny due to an error in our budget advice for the council's 2024/34 Long-Term Plan. This error resulted in a financial gap of approximately \$51 million. An independent review highlighted deficiencies in structure, systems and processes and made recommendations for improvement. The Board issued a public apology to councils and residents and is leading the change programme to address the recommendations and rebuild trust and confidence.

The review resulted in the development of an Organisational Capability Plan, with a range of initiatives designed to improve the capability of Wellington Water, specifically enhancing controls and assurance, improving operational effectiveness, identifying value for money opportunities, and strengthening Wellington Water's culture and ways of working.

Pat Dougherty commenced as CEO in October 2024 and completed a high-level organisational restructure focused on an operating model that

facilitates quicker decision-making and clear accountability, a recommendation from the Organisational Capability Plan. The majority of these activities require additional investment from councils to implement the recommendations from the review. Council's feedback has been that funding is not available in next year's budgets, except for technology funding through Greater Wellington Regional Council debt funding. The inability to address the recommendations quickly does continue to expose Wellington Water to risks that are unlikely to be resolved until a new organisation is operating. Wellington Water will continue to drive improvement where possible through internal resources—for example, reviewing commercial arrangements with consultants and contractors.

Notwithstanding the difficulties faced this year, we continue to deliver a work programme for councils projected at just under \$500 million this year. We are also focused on meeting the key expectations the Wellington Water Committee has set for us. These include demonstrating value for money, regulatory compliance, and actively contributing to developing considerations for a new water services entity.

Delivery highlights and our performance to date against our 17 SOI measures are detailed in this report.

The way forward

Our message to the Wellington Water Committee is simply this: when it comes to the changes needed to provide fit-for-purpose water services, please hurry.

As the current provider, we are committed to owning our mistakes and being unrelenting in our efforts to lift our game. So much of what we do is making a difference, but our shortcomings have undermined a lot of the good work.

After many years of waiting for change, we now recognise that we must drive change ourselves. We will work closely with the regional transition team and make the necessary changes to our operating model, procurement models, and processes on a no-regrets basis. We have requested funding for core technology systems. If approved, we will start to build the necessary basic technology systems, which will be needed for effective water services delivery. These changes will benefit any new water services entity and our residents.

Nick Leggett

Board Chair

Pat Dougherty

Chief Executive

About Wellington Water

Wellington Water exists so people in the Wellington Region have safe, reliable, compliant, affordable drinking water, stormwater, and wastewater services. Our job is to provide safe and healthy drinking water, collect and treat wastewater, and ensure the stormwater network is well managed.

Wellington Water is a council-controlled organisation owned by Wellington City Council, Hutt City Council, Porirua City Council, Upper Hutt City Council, Greater Wellington Regional Council, and South Wairarapa District Council.

Councils own the water assets in the region and set the level of funding and investment provided. They then task Wellington Water to manage the infrastructure and deliver water services to communities based on the level of funding provided.

This Half-Year Report covers the period July 1, 2024, to December 31, 2024, and sets out our progress against the goals set in Our Water and Our Future (Wellington Water's 2024–27 Statement of Intent).

This report will be published on our website and our councils' websites, in line with the Local Government Act.

Strategic Focus

This year, our Board of Directors have reset our strategic direction and developed a revised purpose statement along with four organisational outcomes to provide clarity and direction of our work. Our purpose sets the foundation of our work:

Wellington Water exists so that people in the Wellington Region have safe, reliable, compliant and affordable drinking water, stormwater and wastewater services.

This purpose drives our commitment to achieving our **organisational outcomes**:

- **Communities receive *reliable* three water services**; By ensuring reliable services, we fulfill our goal of delivery of services to the community.
- **Services delivered by Wellington Water are *compliant***; Compliance with regulatory standards ensures the safety of the services we provide
- **Water services are *affordable* and provide value**; ensuring our services are accessible and affordable
- **Wellington Water is a strong and *capable* organisation ready to fold into a new asset-owning entity**. Building an organisation that prepares us for future transitions and challenges.

To achieve these outcomes we use the Water Committee's **strategic priorities** to orient our work:

- **Looking after existing infrastructure**; to ensure the reliability of our services
- **Supporting growth**; aligns with our outcome of providing reliable services to a growing population
- **Ensuring sustainable water supply for the future**; addresses both current and future needs, supporting our purpose of reliability and affordability
- **Improving water quality of our rivers, streams and harbour**; this directly impacts the health and safety of our environment, te mana o te wai, community, and aligns with our compliance and reliability outcomes
- **Reducing our carbon emissions and adapting to the impacts of climate change**; reflects our commitment to sustainability and long-term affordability

Through this alignment we can create a cohesive approach to the delivery of water services.

Delivery Recap

- Significantly, the backlog of leaks in the Wellington metropolitan region (Wellington City, Porirua, Lower Hutt and Upper Hutt) hit a four-year low at the end of December 2024, with public leaks dropping from 1,720 leaks on 1 January 2024, to just under 400 leaks on the 6 January 2025 on the public network - a reduction of over 75%. This fantastic result reflects the Council's support, increased investment, process improvement and the mahi of operational staff.
- An additional 20 megalitres per day of safe drinking water is now being delivered to the Wellington metropolitan region through improvements at the Te Mārua water treatment plant.
- We exceeded Taumata Arowai's target of a reduction in water use of 7.4 million litres per day – significantly reducing the risk of Level 4 Water Restrictions from 33% last year to under 1% this year.
- We are delivering capital projects to the value of \$129 million year to date at a regional level and expect to deliver within our delivery range for the year of \$297m and \$347 million.
- Completing the Kaitoke Flume bridge was a major achievement along with making significant progress on the Whakawhirinaki bridge at Silverstream.
- Our customer satisfaction has continued to lift to over 75% from a baseline of 54% set in early 2024.
- We have continued to provide safe drinking water to the public, meeting the annual Ministry of Health target level for fluoridation. We also publish the results of fluoride by treatment, plant by month.
- We achieved compliance with Drinking Water standards for the South Wairarapa Treatment Plants.
- A restructuring at the senior levels of the organisation focusing on establishing clear accountability and responsibilities suitable for an organisation of our size was completed for implementation in February 2025.
- We strengthened the Finance team.
- With longer-term initiatives in sight, a Water Metering team is now established to develop options for residential water metering, and work has begun on scoping the development of the Pākuratahi Lakes to support long-term water supply.

Challenges

- We have faced significant compliance challenges in the wastewater treatment space, with the metro wastewater treatment plants needing improvement and further investment, particularly in addressing odour issues at the Seaview Wastewater Treatment Plant.
- Significant investment is required in WWL's technology and asset management systems to support effective and efficient operations. Until this is rectified, we will continue to be reliant on spreadsheets and end-of-life applications.
- We face challenges with our current delivery models, which were appropriate for a smaller organisation delivering a smaller capital and operational programme. Now, with a larger capital programme and expanded operational workload, these models require adjustments to ensure they are delivering the value we need.
- We continue to face the well-publicised challenges of managing aging assets for our councils with insufficient funding to address these issues.

Risks identified at the beginning of the year

Staff leave Wellington Water because of the uncertainty of water reform.	To date, the risk has not been realised, with turnover sitting at 11% as at Q2
Our contractors and suppliers cannot invest in people and equipment due to uncertainty and insufficient future work.	While current funding presents challenges, we are working to provide better visibility of our forward work programme.
We continue to operate in a highly reactive manner, which leads to diversion of staff resources, inefficiencies, and unexpected costs.	This is a live issue with work underway to improve this as part of the Organisational Capability Plan.
Our corporate system and processes are no longer fit for purpose, at the end of their technical life, and don't meet the needs and expectations of shareholding councils and customers.	This is a live issue that will continue until funding is available .

Performance Measures

Our Statement of Intent 2024-27 outlines seventeen performance measures focusing on delivering core services.

Summary of performance measures (detailed below)

As at December 31 2024, 53% of measures were on track, 12% of measures were at risk, and 35% were off track.

Green = On track
Yellow = At risk
Red = Off track

Customer satisfaction is on the up.

Customer satisfaction continues to trend positively to over 75%, up 11% on Q1 24/25 through a focus on communication, staff interaction and resolution time, reflecting improved efficiency.

#	Purpose	Measure	Target 2024/2025	Status	Result as of December 31
01	We deliver a level of service that our councils and customers expect	Customer rate their experience of our performance as 'Satisfied' or better	Satisfaction is >= the baseline result (54%) from January – June 2024		75.8%. Our customer experience rating continues to lift.

We've provided safe and fluoridated drinking water

We have provided the region with safe drinking water over the last six months, significantly improving compliance at South Wairarapa District drinking water treatment plants. In the second quarter of the year, all drinking water treatment plants in the metropolitan areas met the Ministry of Health's (MoH) recommended fluoride guidelines (0.7-1.0 parts per million, 95% of the time).

We measure our success by:

#	Purpose	Measure	Target 2024/2025	Status	Result as of December 31
02	The yearly average level of fluoride leaving each Water Treatment Plant is within the Ministry of Health guidelines 95% of the time.	The yearly average level of fluoride leaving each Water Treatment Plant is within the Ministry of Health guidelines (0.7-1.0 parts per million) 95% of the time.	Achieved at all plants		

Compliant drinking water

As mentioned in previous reports, Waterloo Water Treatment Plant is non-compliant with chlorine rules introduced in 2022. It is currently impossible to meet the contact time requirements for chlorine at the Waterloo Plant as the first approximately 800 customers are too close to the plant. This reflects the infrastructure laid when water from Waterloo was not required to be chlorinated. However, all other customers in the Wellington Metro region receive water that is compliant with chlorine rules.

We measure our success by:

#	Purpose	Measure	Target 2024/2025	Status	Result as of December 31
03	We will deliver safe drinking water to metro Wellington ¹	We comply with Drinking Water Quality Assurance Rules (Treatment)	Achieve full compliance at all 4 metropolitan water treatment plants every month		Not achieved for Waterloo Water Treatment Plant. (See note above) The three other Water treatment plants are compliant for reporting purposes
04	We will deliver safe drinking water to South Wairarapa ²	We comply with Drinking Water Quality Assurance Rules (Treatment)	Compliant 12/12 months		All South Wairarapa Water Treatment Plants are currently compliant and have been for the last six months.

¹ Measured separately at each Water treatment plant. The metro drinking water plants are Gear Island, Te Marua, Wainuiomata and Waterloo.

² South Wairarapa water treatment plants are Waiohine, Memorial Park, Martinborough and Pirinoa.

We will improve the quality of our rivers, streams and harbours through management of wastewater

We measure our success by:

#	Purpose	Measure	Target 2024/2025	Status	Result as of December 31
05	Our metropolitan wastewater treatment plants (WWTP) will operate as expected	We receive zero abatement notices, infringement notices, enforcement orders or conviction for breaches of consent	Zero, notices, orders and convictions		<p>Not achieved. We received two abatement notices and one infringement notice.</p> <p>A To-do Abatement Notice was issued for the Seaview WWTP, for completion of stage two of the Odour Treatment project. Work on stage two is continuing and is on programme to have a contract in place by the end of April 2025.</p> <p>A To-do Abatement notice was issued for Moa Point WWTP for completion of phase three of the Inlet Pump Station renewal project. This project is on track for delivery by the April 15 2025. Completion of the work will restore the inlet Pump Station capacity to its design levels.</p> <p>An Infringement Notice was issued for Seaview WWTP for breach of Abatement notice for missing deadline of Environmental Management Plan (EMP) for certification by the Greater Wellington regional Council. The EMP was removed early 2025.</p> <p>We understand the negative impact of the odour on the Seaview communities and are seeking to address the issue as soon as possible.</p>
06	South Wairarapa WWTP will operate as expected.	We receive zero abatement notices, infringement notices, enforcement orders or conviction for breaches of consent	0 notices, orders and convictions		No notices, orders or convictions received

Pipe Renewals

The need to renew aging pipes to reduce the impact on public and environmental health continues. Ideally, councils would renew on average 100km of the network every year for the next 30 years in order to keep it operating smoothly. Councils across the region are well below this level. Each year Wellington Water establishes a pipe renewal target based on available funding.

We measure our success by:

#	Purpose	Measure	Target 2024/2025	Status	Result as of December 31
07	Annual target kilometres of pipe met	>=9.1km of pipes are renewed	>=9.1m of pipes are renewed		Total for half year is 5.35km against an annual target of 9.1 km. Forecast end of year is expected to be 10km.

Delivering the capital programme

Our capital delivery programme aims to replace and renew as many of the aging assets in our region as possible before they reach the end of their operational lives and build new assets for the future.

We measure our success by:

#	Purpose	Measure	Target 2024/2025	Status	Result as of December 31
08	We will deliver our capital programme within the expected range	Total capital delivery is between \$297m and \$347m	\$297m- \$347m (differs from spreadsheet)		The actual cost of delivery for 6 months is \$129m against a budget of \$148m. Expected delivery for the end of the 24/25 year is \$325m.

People, health and safety

Our ability to deliver hinges on people. We seek to support people through change and support their safety. Our health and safety measure is a leading indicator of a good safety culture.

We measure our success by:

#	Purpose	Measure	Target 2024/2025	Status	Result as of December 31
09	Our people remain engaged with our company and its purpose	Our overall engagement score remains stable or increases	Overall engagement greater than 60%		Our overall staff survey engagement score remains steady at 53%/. Engagement scores are shifting, most significantly employees are committed to helping the company progress and achieve its goals (93% in Q2). The company has engaged a new CEO, a new Acting Chief Corporate Services Officer and as part of the Organisational Capability Plan has established a Chief Operating Officer role. We expect a strategic shift in performance, significant impact on culture and a lift in engagement as a result of the new senior management roles and the changes in structure and process.
10	We will monitor and address critical health and Safety risks for our people	Health and Safety critical risks will be reviewed, and improvement implemented.	Two or more health and safety critical risks are reviewed.		Work is on track; work will also be included in updated H&S strategy. The two H&S critical risks identified are Violence and Aggression and Traffic Management.

Te Mana o te Wai

Water has mana, it has power, authority and influence. Water sustains life. It enables and enriches a flourishing natural environment and is an essential element to the health and wellbeing of people and communities. Embedding Te Mana o te Wai into the way we work is a multi-faceted endeavour.

We measure our success by:

#	Purpose	Measure	Target 2024/2025	Status	Result as of December 31
11	Give effect to Te Mana o te Wai	Give effect to Te Mana o te Wai by defining what this means for	Develop a strategy to give		The implementation of the organisational capability plan means that we may have to delay progress on the development of the strategy, with limited ability for staff to

#	Purpose	Measure	Target 2024/2025	Status	Result as of December 31
		Wellington Water and provide direction on where and how it will be applied to our planning, regulatory and operational activities.	effect to Te Mana o te Wai		engage meaningfully at present. In the interim, we continue to recognise and work to give effect to Te Mana o te wai.

Partnering with iwi and mana whenua

We value relationships with mana whenua iwi including Taranaki Whānui ki te Upoko o te Ika, Ngāti Toa Rangatira, Ngāti Kahungunu ki Wairarapa-Tamaki Nui a Rua, and Rangitāne o Wairarapa.

Two partnership agreements with Taranaki Whānui and Te Rūnanga o Toa Rangatira have been in effect since July 2023. The nature of our work means iwi input is crucial for a range of consenting, construction and operational activities we undertake. To support iwi in having the capacity to actively engage in our work programmes, a monetary contribution of \$250,000 p.a. is provided to both iwi over the two years ending 30 June 2025.

We will measure our success by:

#	Purpose	Measure	Target 2024/2025	Status	Result as of December 31
12	To demonstrate our commitment to partnering with mana whenua iwi	We regularly check with Te Rūnanga o Toa Rangatira and Taranaki Whānui that we are honouring our partnership agreements.	Annual hui confirm that we are giving effect to the purpose and values set out in the relationship agreements		We have continued engagement and hui with our mana whenua partners.
13	To demonstrate our commitment to partnering with mana whenua iwi	We offer partnership agreements to Ngāti Kahungunu ki Wairarapa-Tamaki Nui a Rua and Rangitāne o Wairarapa	Partnership agreements offered to Ngāti Kahungunu ki Wairarapa-Tamaki Nui a Rua		Exploring partnership agreements with Rangitāne o Wairarapa and Ngāti Kahungunu ki Wairarapa Tāmaki nui-a-Rua is on hold. The SWDC decided in November their preferred model is a Wairarapa and Tararua CCO. We continue to engage with mana whenua iwi in the Wairarapa for our capital works projects.

#	Purpose	Measure	Target 2024/2025	Status	Result as of December 31
			Rangitāne o Wairarapa		

Mitigating the risks of water shortage

Ensuring a reliable and sufficient level of water supply to customers is critical. The risk of water shortages and more severe restrictions on water use has risen over the previous years. We have focused on addressing this risk over the last 6 months. Work is driven by three outcomes: keeping the water in the pipes, reducing water demand, and adding more water supply.

We measure our success by:

#	Purpose	Measure	Target 2024/2025	Status	Result as of December 31
14	There is sufficient water to meet customer needs	Wellington Water and Councils do not implement Level 4 water restrictions	Achieved		This goal was achieved through a reduction in water loss and use, leading to an overall demand reduction of at least 7.4 million litres per day. This was supported by an additional 20 million litres per day of treatment capacity at Te Mārua Water Treatment Plant.

Single integrated water meter implementation plan

The implementation of residential volumetric water meters in the region and maximising their benefit to reduce water loss and drive water conservation is a critical tool to address the region's water shortage risk in the medium to short term.

We measure our success by:

#	Purpose	Measure	Target 2024/2025	Status	Result as of December 31
15	We manage the region's water shortage risk in the medium to long term	Prepare a regionally consistent plan for roll out of residential water meters across our metropolitan council areas	A single integrated implementation plan is in place, procurement strategy is in place and detailed business case completed		Business Case work commenced in Q2 with Strategic Case and Investment Logic Mapping workshops with Joint Advisory Group. Work continues in Q3 and Q4 will business case on track to be completed in Q4

Demonstrating Value for money

The Wellington Water Committee asked Wellington Water to prove efficiency, effectiveness, transparency and oversight of work by working with shareholding councils to produce a single integrated performance framework for the region.

We measure our success by:

#	Purpose	Measure	Target 2024/2025	Status	Result as of December 31
16	Create a single regional performance framework	Lead work with our shareholding councils to develop a single regional performance framework	Single regional performance framework in place for reporting from July 1 2025		Organisation changes, including unplanned reviews and personnel changes have impacted on the rate of progress however we plan to meet the July 1 target for a simplified first draft of a single performance framework.

Review of key contracting arrangements for maintenance and capital works

As requested by the Wellington Water Committee, we have reviewed contracting arrangements for maintenance and capital works to provide shareholding councils with assurance that these models deliver the best value for councils. We have made the following progress:

- Reset the scope of the network and maintenance Alliance with Fulton Hogan and implemented a new performance framework for monitoring performance.
- Reviewed the arrangements of the consultancy and contractor panels. We have started a work programme to improve how we get more value from our existing capex panels. These changes include the dissolution of the existing consultants and contractor panels, more open tendering, improved KPIs and commercial analytics.
- To improve our ability to actively manage the Alliance contract we have brought back key staff from the Alliance to within Wellington Water.

We measure our success by:

#	Purpose	Measure	Target 2024/2025	Status	Result as of December 31
17	Revisit supply chain to ensure efficiency and value for money	Review key contracting arrangements for maintenance and capital works	First review(s) completed and reported to Wellington Water Committee. Agreed actions are implemented on agreed timeframes.		Completed review and analysis on Priority 1 items which are consultancy contracting and the Alliance. Final Reports on both these items are on track to be presented to Water Committee in March 2025.

Financial Summary

FINANCIAL STATEMENTS

INTERIM FINANCIAL STATEMENTS FOR THE PERIOD ENDED DECEMBER 31, 2024

Basis of preparation

Wellington Water Limited is a company registered in New Zealand under the Companies Act 1993 and is a Tier 1 Public Benefit Entity (PBE) for reporting purposes.

Accounting policies have been applied consistently throughout the period. All items in the financial statements are stated exclusive of Goods and Services Tax (GST), except for billed receivables and payables, which include GST. The net amount of GST recoverable from or payable to the Inland Revenue Department is included as part of receivables or payables in the statement of financial position.

The Water Services Entities Act 2022, along with the Water Services Legislation Act 2023 and the Water Services Economic Efficiency and Consumer Protection Act 2023, was repealed by the Water Services Acts Repeal Act 2024 on July 15, 2024. This repeal marks the end of the 10-entity model and returns the responsibility for water services delivery to local authorities. Under the new “Local Water Done Well” policy, legislated in August 2024, the government aims to enhance the efficiency, sustainability, and quality of water services through stronger central government oversight and economic regulation. These financial statements have been prepared on a going concern basis, reflecting the transition to the new framework.

Statement of compliance

These interim financial statements are for the six months ended December 31 2024 and are to be read in conjunction with the annual report for the year ended June 30 2024. They have been prepared in accordance with the requirements of the Companies Act 1993, the Local Government Act 2002 and comply with generally accepted accounting practice in New Zealand (“NZ GAAP”) and Tier 1 PBE accounting standards and comply with PBE IAS 34 Interim Financial Reporting.

These financial statements have been prepared on a going concern basis and are presented in New Zealand dollars and rounded to the nearest thousand (\$000), unless otherwise stated. The measurement basis applied is historical cost.

STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSES

For the period ended December 31 2024

	Unaudited 31 Dec 2024 \$000	Unaudited 31 Dec 2023 \$000	Unaudited 30 June 2024 \$000
Council capex and Council opex programme	191,404	200,884	442,653
Management and advisory services	11,407	11,928	21,792
Other revenue	1,638	1,474	2,852
Total revenue	204,449	214,286	467,297
Salaries and wages	(23,759)	(18,915)	(40,318)
Superannuation	(697)	(565)	(1,204)
Directors fees	(81)	(98)	(197)
Audit fees - financial statements	(154)	(141)	(284)
Council capex and Council opex programme	(191,404)	(200,884)	(442,653)
Operating leases	(1,012)	(898)	(1,844)
Other personnel expenditure	(994)	(960)	(4,696)
Other operating expenditure	(8,859)	(8,297)	(13,727)
Corporate (Direct) costs charged to capex and opex programme	22,193	22,037	44,803
Total operating expenses	(204,767)	(208,721)	(460,120)
Depreciation and amortisation	(733)	(754)	(1,557)
Surplus/(deficit) before tax	(1,051)	4,811	5,620
Tax expense	-	-	(1,586)
Total comprehensive revenue and expenses	(1,051)	4,811	4,034
Attributable to:			
Wellington City Council	(420)	1,924	1,614
Hutt City Council	(210)	962	807
Greater Wellington Regional Council	(158)	722	605
Porirua City Council	(126)	577	484
Upper Hutt City Council	(84)	385	323
South Wairarapa District Council	(53)	241	202
Total comprehensive revenue and expenses	(1,051)	4,811	4,034

Comparison of results for the six months ended December 31 2024 to the same period last year

Revenue: The Council Capex programme revenue decreased by \$22m, while the Council Opex programme revenue increased by \$12m. These variations are attributed to the specific plans and budgets outlined in each council's Long-Term Plan. There was an overall net revenue decline of approximately \$10m compared to same period last year.

Expenses: Wellington Water's expenses decreased by \$4m over the same period last year, due to a reduction in the council capex programme.

Net Deficit: The net deficit for the half-year ended December 31 2024 stands at \$1m.

STATEMENT OF CHANGES IN EQUITY

For the period ended December 31 2024

	Unaudited 31 Dec 2024 \$000	Unaudited 31 Dec 2023 \$000	Unaudited 30 June 2024 \$000
Surplus/(deficit) for the period	(1,051)	4,811	4,034
Equity at the beginning of the period	7,058	3,024	3,024
Total equity	6,007	7,835	7,058

STATEMENT OF FINANCIAL POSITION

As at December 31 2024

	Unaudited 31 Dec 2024 \$000	Unaudited 31 Dec 2023 \$000	Unaudited 30 June 2024 \$000
Cash and cash equivalents	46,812	226	36,550
Receivables and prepayments	7,381	44,298	70,081
Tax receivable	362	676	-
Total current assets	54,555	45,200	106,631
Intangible assets	1	52	25
Property, plant and equipment, vehicles	4,296	4,626	4,576
Deferred tax	369	35	369
Total non-current assets	4,666	4,712	4,970
Total assets	59,221	49,912	111,601
Payables and provisions	50,386	39,568	100,632
Employee entitlements	2,818	2,485	2,549
Tax payable	-	-	1,337
Total current liabilities	53,204	42,053	104,518
Employee entitlements-Long-term	10	24	25
Total non-current liabilities	10	24	25
Total liabilities	53,214	42,077	104,543
Net assets	6,007	7,835	7,058
Issued capital	1,000	1,000	1,000
Accumulated comprehensive revenue and expenses	5,007	6,835	6,058
Total equity	6,007	7,835	7,058

Comparison to Statement of Financial Position at June 30 2024

Current Assets: Current assets were lower compared to June 30 2024, primarily due to reduced outstanding receivables. At the end of the financial year, a significant portion of council receivables was related to revenue in advance invoices. These invoices support the capex and opex programmes during July, when funding is impacted by delayed council budget approvals. This situation is unique to the end of the financial year, resulting in a higher variance.

Current Liabilities: Current liabilities were also lower compared to June 30 2024, mainly due to higher trade payables and provisions at year-end. This increase was driven by elevated spending on council capex and opex programmes towards the end of the year, and some council revenue received in advance was classified as a current liability. This situation is specific to the end of the financial year, leading to a higher variance.

Equity: Equity at the end of the half-year, December 31 2024, includes the \$1m deficit from the statement of comprehensive revenue and expenses.

STATEMENT OF CASH FLOWS

As at December 31 2024

	Unaudited 31 Dec 2024 \$000	Unaudited 31 Dec 2023 \$000	Unaudited 30 June 2024 \$000
Receipts from councils	245,595	203,767	458,047
Interest received	1,293	837	2,007
Employees and suppliers	(234,617)	(235,605)	(454,113)
Tax (paid)/received	(1,698)	(269)	(176)
Net cash flow from operating activities	10,573	(31,270)	5,765
Purchase of property, plant and equipment, vehicles	(477)	(389)	(1,090)
Purchase of intangibles	-	(3)	(28)
Proceeds of sales from vehicles	166	17	32
Net cash flow from investing activities	(311)	(375)	(1,086)
Net cash flow from financing activities	-	-	-
Net cash flow	10,262	(31,645)	4,679
Add: cash at the beginning of the period	36,550	31,871	31,871
Cash at the end of the year	46,812	226	36,550
Comprised of:			
Cash at bank and on hand	46,812	226	36,550

TO: Chair and Members
Komiti Ngā Wai Hangarua |
Wellington Water Committee

FROM: Jack Kilty

DATE: 28 February 2025

SUBJECT: WELLINGTON WATER COMMITTEE FORWARD
PROGRAMME 2025



Purpose of Memorandum

1. To provide the Wellington Water Committee (the Committee) with a Forward Programme of work and workshops planned for the committee for 2025.

Recommendation

That the Committee receives and notes the attached draft Forward Programme and future workshop topics for the Wellington Water Committee for 2025, as detailed in Appendix 1 of the memorandum.

Background

2. The Terms of Reference for the committee require the committee to provide governance and leadership across issues relating to the planning, delivery and management of water services to communities serviced by Wellington Water Limited (WWL).
3. The Forward Programme provides a planning tool for members, officers and WWL staff to coordinate programmes of work.
4. The draft Forward Programme for 2025 is attached as Appendix 1 to the memorandum.

Forward Programme

5. The Forward Programme is a working document and is subject to change regularly. Any changes to the Forward Programme made by officers and WWL staff will be made in consultation with the Chair.

Appendices

No.	Title	Page
1 ↓	Wellington Water Committee Forward Programme 2025	134

Author: Jack Kilty, Democracy Advisor

Approved By: Kathryn Stannard, Head of Democratic Services

Draft Wellington Water Committee Forward Programme 2025

30 May	28 July
<p><i>Hutt City Council</i></p> <p>Wellington Water Committee</p> <ul style="list-style-type: none"> • Chairperson's Statement • Local water done well – legislation and water service delivery plan update • WWC Forward Programme <p>Wellington Water</p> <ul style="list-style-type: none"> • Company and Governance Update • Reporting of Annual Measures to Taumata Arowai (TBC) • Update on implementation of Organisational Capability Plan • Update on Annual Plans/LTPs • Statement of Intent 2025-28 	<p><i>Hutt City Council</i></p> <p>Wellington Water Committee</p> <ul style="list-style-type: none"> • Chairperson's Statement • Local water done well – legislation and water service delivery plan update • WWC Forward Programme <p>Wellington Water</p> <ul style="list-style-type: none"> • Company and Governance Update • Update on implementation of Organisational Capability Plan • WWL Annual General Meeting
<p>Workshop</p> <ul style="list-style-type: none"> • Placeholder 	<p>Workshop</p> <p>Placeholder</p>

Pending: Review of WWL Director's Fees