



# KOMITI NGĀ WAI HANGARUA WELLINGTON WATER COMMITTEE

5 December 2025

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

**Friday 12 December 2025 commencing at 10:00am**

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

## Membership

Cr R Connelly  
Cr S Edwards  
Mayor A Little  
H Modlik  
K Puketapu-Dentice  
To be advised  
Mayor F Wilde  
To be advised  
A Rutene

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

Cr S Woolf  
Mayor K Laban  
Deputy Mayor B McNulty  
R Faulkner  
K Tamanui  
To be advised  
Deputy Mayor Rob Taylor  
To be advised

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

For the dates and times of Hutt City Council meetings please visit  
[www.huttcity.govt.nz](http://www.huttcity.govt.nz)

# Wellington Water Committee

## Terms of Reference

### Purpose

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

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

### Status

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

### Specific responsibilities

The Committee's responsibilities are:

Governance oversight responsibilities

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

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

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

### **Membership**

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

### **Chairperson**

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

### **Quorum**

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

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

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

### **Alternates**

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

### **Other Shareholder attendee**

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

## **Decision-making**

The Committee will strive to make all decisions by consensus.

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

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

### **Secretariat services**

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

### **Standing Orders**

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

### **Remuneration**

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

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

### **Administration**

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

### **Duration of the Committee**

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

## **Appendix**

### **Common delegations by Shareholders**

#### Governance oversight responsibilities

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

#### Shareholders' responsibilities

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

## HUTT CITY COUNCIL

### KOMITI NGĀ WAI HANGARUA | WELLINGTON WATER COMMITTEE

Meeting to be held in the Council Chambers,  
Level 2, 30 Laings Road, Lower Hutt on  
Friday 12 December 2025 commencing at 10:00am

#### ORDER PAPER

#### PUBLIC BUSINESS

##### 1. OPENING FORMALITIES - KARAKIA KAUNIHERA

Tuia te mana akiaki	<i>Sow the seeds of courage</i>
Rarangahia te mana rangatira	<i>Weave the power of unity</i>
Kia tipu, kia puāwai	<i>To grow and prosper</i>
E ripo ngā wai	<i>There are ripples in</i>
O Te Awa Kairangi	<i>Te Awa Kairangi</i>
He Kaitiaki ki te whenua	<i>There are Kaitiaki on the land</i>
He oranga taiao	<i>Protected environment</i>
He oranga tangata	<i>Thriving people</i>
Haumi e, hui e Taiki e!	<i>Connected, united, affirmed!</i>

##### 2. APOLOGIES

Helmut Modlik

##### 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. PROCEDURE TO ELECT THE CHAIR AND DEPUTY CHAIR

Report No. WWC2025/5/297 by the Senior Democracy Advisor 8

##### 6. COMPANY AND GOVERNANCE UPDATE

Report No. WWC2025/5/113 by Wellington Water Limited 11

7. **MEETING SCHEDULE 2026**

Memorandum dated 27 November 2025 by the Senior Democracy Advisor,  
Hutt City Council 218

8. **INFORMATION ITEM**

**Wellington Water Committee Forward Programme 2026**

Memorandum dated 4 November 2025 by the Senior Democracy Advisor,  
Hutt City Council 219

9. **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.

10. **CLOSING FORMALITIES - KARAKIA WHAKAMUTUNGA**

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

Kate Glanville  
SENIOR DEMOCRACY ADVISOR



# Komiti Ngā Wai Hangarua Wellington Water Committee

28 November 2025

---

Report no: WWC2025/5/297

## Procedure to Elect the Chair and Deputy Chair

### Purpose of Report

1. To advise the Wellington Water Committee (the Committee) of the procedure to elect the Chair and Deputy Chair.

### Recommendations

That the Committee:

- (1) receives and notes the information;
- (2) adopts either:-
  - (a) voting system A (election by the majority of members);  
OR
  - (b) voting system B (election by the greatest number of votes) for the election of the Committee Chair and Deputy Chair;
- (3) agrees that, in the event of a tie under voting system A, the candidate to be excluded from the next round of voting shall be resolved by lot as described in section 14 of this report; and
- (4) agrees that, in the event of a tie under voting system B, the candidate to be elected shall be resolved by lot as described in section 14 of this report.

### Background

2. Under Schedule 7 of the Local Government Act 2002 (the Act), the Committee may appoint its own Chair and Deputy Chair. The Committee's Terms of Reference provide for this to occur once all Committee members have been appointed. As all Committee members have been appointed, it is appropriate for the Committee to appoint its Chair and Deputy Chair at its meeting on 16 December 2025.

3. The Committee must adopt the voting system for these elections, in case there is more than one nomination for the position of Chair or Deputy Chair. Standing Orders outline two options for the Committee's consideration:
  - a) Election by the majority of members present and voting, or
  - b) Election by receiving a greater number of votes than any other candidate.

#### **Characteristics of election by majority (voting system A)**

4. The person who is elected receives the votes of a majority of the members of the Committee.
5. There is a first round of voting for all candidates.
6. If no candidate is elected in that round there is a second round of voting from which the candidate with the fewest votes in the first round is excluded.
7. If no candidate is successful in the second round there is a third, and so on. Each time the candidate with the fewest votes in the previous round is excluded.
8. If, in any round, two or more candidates tie for the lowest number of votes, the person excluded from the next round is resolved by lot.
9. Rounds of voting will only be required where there are more than two candidates.

#### **Characteristics of election by majority (voting system B)**

10. A person is elected if they receive more votes than any other candidate.
11. There is only one round of voting.
12. If two or more candidates tie for the most votes, the tie is resolved by lot.

#### **Comment**

13. The Committee can choose either of the two voting systems described above to elect the Chair and Deputy Chair. The Committee is entitled to adopt different systems for the election of the Chair and Deputy Chair. However, for reasons of ease and practicality, it is suggested that the Committee adopt the same procedure for the election of both the Chair and Deputy Chair.

#### **Determining by 'lot' where there is a tie**

14. Both voting systems require a resolution by 'lot' if two candidates receive an equal number of votes and no one else is elected. The most common procedure is for the names of the candidates with the same number of votes to be placed in a container and the name of the person drawn out by an independent person is deemed the winner ie elected or not excluded from the next round. It is recommended that this process be used if there is a tie between candidates.

**Newly elected Chair to take the chair before Deputy Chair is elected**

15. Once the voting procedure has been decided the presiding officer will call for nominations for the office of Committee Chair. Once elected, the newly elected Chair shall take the chair for the rest of the meeting. Election of the Deputy Chair will proceed after the Chair takes the chair.

**Appendices**

There are no appendices for this report.

**Author:** Kate Glanville  
Senior Democracy Advisor

---

**Approved By:** Kathryn Stannard  
Head of Democratic Services



# Komiti Ngā Wai Hangarua Wellington Water Committee

04 December 2025

---

Report no: WWC2025/5/113

## 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.

### Recommendation

That the Committee:

- (1) receives and notes the report; and
- (2) receives the Wellington Water Limited Annual Report for the year ended 30 June 2025.

### How to read this report

2. There are three parts, as follows:
  - a) Governance Update,
  - b) Water Committee Priorities, and
  - c) Operational Achievements and Issues.

### Governance Update

3. Wellington Water Ltd (WWL) has been through a lot of change, on a road to wide-ranging improvements over the past 18 months. To assist newly-appointed Committee members, we have documented this in a paper called Wellington Water's journey of improvements, provided as Appendix 1. This paper outlines our rationale for change and the critical steps we've taken to improve our organisation and drive better value for money for councils and ratepayers. A copy has also been provided to the Tiaki Wai Board.
4. 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:
  - a) Adopted the Annual Report for the year ended 30 June 2025 (this was sent to councils on 30 September and is included as Appendix 2);

- b) Endorsed the Relationship Charters and Partnership Services Agreements with Taranaki Whānui ki Te Upoko o Te Ika and Te Rūnanga o Ngāti Toa (provided to the Committee as Appendix 3);
- c) Received an update on the Culture and Value for Money Improvement Plan (provided to the Committee as Appendix 4).

### **Summary of Performance**

- 5. The organisation's efforts are focused on efficient and effective delivery of the current work programme; planning for the transition to Tiaki Wai Metro Water; and preparing for transformation through the Technology Systems Improvements (TSI) programme and other capability development projects. These parallel priorities are putting pressure on staff, particularly our key subject matter experts whose knowledge is in high demand.
- 6. We continue to make progress with the Culture and Value for Money Improvement Plan. This plan was developed in May 2025 in response to recommendations from seven independent reviews and reports over the past few years. The progress update for Q1 is included as Appendix 4.

### **The Water Committee Priorities**

#### *Ensuring a smooth transition through water reform to the new entity in mid-2026*

- 7. The transition of the delivery of water services to Tiaki Wai is expected to take place on 1 July 2026. As a result, our resources are increasingly directed toward supporting this crucial work.
- 8. Wellington Water continue to support the Tiaki Wai Metro Water Establishment Team, including establishment planning and alignment of work on technology systems investment. Work is underway on completing the legal transfer questionnaire, supporting due diligence checks on operations, and contributing to the Water Services Strategy.
- 9. We have provided an introduction to Tiaki Wai Board members on the state of the network and the organisation, including visiting some key sites, and provided a briefing on key decisions coming up that will need endorsement from both boards. There is a joint board workshop planned for 15 December.
- 10. We are working with the South Wairarapa District Council to enable a smooth transition out of Wellington Water. A particular focus has been on providing certainty for our staff. SWDC has provided verbal assurances to staff that post 1 July 2026 they would be guaranteed employment with SWDC and post 1 July 2027, with Wairarapa Tararua Water.

### *Sustainable water supply and reducing consumption*

#### *Current state and risk during summer*

11. The risk of a water shortage this summer is low and being managed as BAU. We have not provided a separate paper on this to the Committee as we did in the lead-up to the two previous summers.
12. Each month we publish a report on leak repairs and the backlog level for each council. Dedicated investment from councils over previous years has had a direct positive impact on the number of leaks and our backlog levels – in June this year, a huge milestone was reached for the metropolitan region with the current backlog within the sustainable range for the first time.
13. The most recent leaks dashboard shows an increase in the metropolitan region’s sustainable backlog level from 383 in September to 505 at the end of October. Seeing an increase in leak numbers is not uncommon this time of the year – without residential water meters, we rely heavily on the public to notify us of leaks when they crop up. As the weather gets drier leaks are more visible and we often see an increase in leak jobs being logged. Our focus is to get the leaks back to a sustainable level.

#### *Risks to current supply*

14. Greater Wellington Regional Council has granted consent to CentrePort Limited to undertake dredging in Wellington Harbour, which has the potential to impact the Waiwhetū Aquifer and therefore metro Wellington’s drinking water supply. Although the likelihood of adverse effects on the aquifer arising from the proposed dredging is considered low, any potential impacts on it as a drinking water source could be significant. WWL raised our concerns with Greater Wellington Regional Council (as the regulator) and CentrePort. Although WWL was not determined to be an affected party, officers remained involved on a technical basis. In particular, WWL officers reviewed, and provided comment on, the Groundwater Monitoring Plan which set out details of how monitoring of the dredging was to occur, and the contingency plan should an issue arise.
15. As part of the Riverlink project, GWRC propose to extract gravel from Te Awa Kairangi / Hutt River over several sections north of Melling Bridge. We have been working with GWRC to manage any risks that could potentially reduce the supply capacity of the Waiwhetū aquifer. The aquifer is a dynamic system, underpinned by hydrology and river management and our work with GWRC has highlighted the need to work closely together to mitigate future risks.

*Longer term planning for sustainable supply*

16. To ensure a sustainable supply of water into the future WWL undertook a strategic planning process that included consideration of factors such as population growth, climate change, and the anticipated requirement to reduce water takes from the source rivers in the summer to ensure their long-term health. This work resulted in the development of the 'keep-reduce-add' (KRA) strategy for the water supply system that identified a combination of water loss reduction (keep), demand management (reduce) and water supply augmentation (add) as the most cost-effective means of meeting operational and environmental objectives. The KRA strategy was presented to a regional water summit in 2023 and formed the basis for investment advice in 2024/34 LTPs.
17. The KRA strategy was subsequently validated through the development of a Bulk Drinking Water Programme Case (BDWIC) that confirms the recommended investment programme. An updated version of the BDWIC will be presented to the 15 December combined meeting of the WWL and Tiaki Wai Boards for endorsement. The BDWIC will then be presented to the Committee for information and awareness.
18. A key element of both the KRA strategy and the BDWIC is the region-wide implementation of universal residential metering. The implementation of metering is also now envisaged as part of the Tiaki Wai operating model in the WSDP. An update on the Metering Programme was recently provided to officer representatives from each funding council and mana whenua. The Stage 1 Water Metering Business Case will be presented to the 15 December combined Board meeting and will then be presented to this Committee.

*Regulatory performance*

19. We continue to regularly engage with the Water Services Authority - Taumata Arowai to build and maintain a positive relationship and understand regulatory expectations.
20. We met the Water Services Authority Taumata Arowai's reporting requirements on the environmental performance of drinking water, wastewater and stormwater networks for 2024/25.
21. We received no abatement notices, convictions or orders in Quarter 1.
22. Waterloo Water Treatment Plant was non-compliant for fluoride in August and September, dropping below the 95% Ministry of Health threshold. All other WTPs were compliant.
23. Dashboards for water and wastewater treatment plant compliance during October are provided as Appendix 5.

24. WWL is now subject to foundational information disclosure requirements. We delivered the first tranche of these to the Commerce Commission on 31 October, and they are published on our website:
- a) Progress against and changes to improvement plan
  - b) Disclosure of network length and expenditure on maintenance
  - c) Disclosure of fault information including fault management process
  - d) Operations Report
  - e) Operations and maintenance dashboard

## **Operational Achievements and Issues**

### *People*

25. Our unplanned turnover is currently sitting at 11.5%, in line with our 12-month rolling average turnover of 11.8%.
26. The staff count has grown by 5% in the past three months, driven by bringing contracted work in-house, uplifting BAU capacity, and supporting the transition and TSI programmes.

### *Health & Safety*

27. All eight Wellington Water locations that require location compliance certificates for hazardous substances are now compliant (compare with 12 months ago when all eight were non-compliant). Work is still ongoing for stationary container certificates, which is proving more difficult due to the lack of design, construction, and installation records for some older chemical storage tanks.
28. WorkSafe NZ undertook a workplace health and safety assessment in August. A workplace health and safety assessment is a sample of a workplace or work activity to assess the effectiveness of health and safety management. This assessment had a specific focus on our overlapping duties with other PCBUs. On the day of the assessment no matters that required an enforcement response were identified.
29. Wellington Water has undertaken independent assurance activities into Veolia's health and safety performance. We are currently working on developing an action plan to address specific concerns.

### *Wellington Water corporate budget*

30. Our corporate budget for Q1 2025/26 recorded a small deficit of \$0.3 million, driven largely by lower than budgeted recoveries to the council capex programme. Following the Board's approval of \$2 million expenditure for transition related activities for all six Councils, a \$1.8 million operating deficit is anticipated for this financial year, which will be covered by retained earnings from recent years.

### *Opex Delivery*

31. The councils' **operational expenditure (opex) programme** for Q1 2025/26 was \$35.3 million against a budget of \$41.6 million. The full year forecast shows a \$6.2 million underspend, which is 4% below budget (\$135.5 million forecast vs. \$141.8 million budget) with all councils within budget, albeit in some cases due to reducing service levels to respond to urgent reactive works only. We are reviewing forecasts and will redirect funds to reactive maintenance where appropriate.
32. Operational reports for October are provided as Appendix 6.
33. The Maintenance Alliance Performance Report Q1 2025/26 is provided as Appendix 7. This is a new report for 2025/26 that is used to track and measure the performance of the Alliance.

### *Capex Delivery*

34. The councils' **capital expenditure (capex) programme** for Q1 2025/26 was \$40.2 million against a budget of \$55.8 million. The full year forecast indicates a \$57.9 million underspend, which is 16% below budget (\$303.4 million forecast vs. \$361.3 million budget) however there is risk this could deteriorate further.
35. When we became aware of this potential underspend, we examined the deliverability of the programme, and developed advice to councils on where it could be amended to bring forward projects with greater certainty for delivery. This advice was provided in October and is in the process of being agreed with each council. The programme will continue to be managed.

Council	Capital spend for 2025/26 to 30/9/25
Greater Wellington Regional Council	\$5.4 m
Hutt City	\$8.5 m
Porirua City	\$9.2 m
South Wairarapa District	\$0.1 m
Upper Hutt City	\$3.2 m
Wellington City	\$13.8 m
<b>Total</b>	<b>\$40.2 m</b>

36. Here is the data for the 2025/26 year to end of October on metres of pipe constructed on a quarterly basis, split by council.

Council	Water	Wastewater	Stormwater	Q1 Total	October Total	YTD Total	Year End Forecasts
HCC	216	-	-	216	-	216	6,834
WCC	-	409	-	291	118	409	2,089
UHCC	-	212	-	212	-	212	1,372
PCC	-	481	-	425	56	481	2,316
GWRC	-	-	-	-	-	-	-
<b>Total</b>	<b>216</b>	<b>1,102</b>	<b>-</b>	<b>1,144</b>	<b>174</b>	<b>1,318</b>	<b>12,611</b>

Figures are in metres

*Treatment Plants status as at end of October 2025*

37. Two of the four metropolitan Wastewater Treatment Plants (WWTPs) are achieving compliance. Moa Point is non-compliant for suspended solids and Seaview is non-compliant for faecal coliforms. Western is compliant but temporarily discharged partially treated effluent due to UV systems failure. The primary cause of non-compliance across the network is the condition of ageing assets. Significant renewal and upgrade projects are underway; however, achieving consistent compliance will take several years.
38. Two out of the four SWDC WWTPs are currently non-compliant. SWDC took on responsibility for planning and implementing capital projects in July 2025.
39. The Te Mārua, Wainuiomata, Gear Island and all four South Wairarapa water treatment plants were compliant with bacterial and protozoal compliance rules. The Waterloo Water Treatment Plant remains non-compliant with bacterial compliance rules due to network configuration issues but was compliant with protozoal rules.
40. Three metropolitan Water Treatment Plants were compliant with fluoride in October. Wainuiomata did not maintain the MoH's recommended fluoride level during the month due to planned treatment shutdowns and maintenance. Work on Phase 2 Fluoride was delayed in Q1 due to competing priorities and resource constraints, but is expected to get back on track in Q2.
41. Details of the status of plant compliance are provided in the latest monthly Wastewater Treatment Plant and Water Treatment Plant dashboard reports, attached as Appendix 5.

*Growth update*

42. Work is underway on a significant study on how the Northern Growth Area in Porirua will be serviced for wastewater, as this area is the largest greenfield development in the Wellington Region and there are significant downstream constraints that need to be addressed.
43. We are working with officers for the Wellington Regional Leadership Committee to provide a high level summary of three water capacity constraints across the four cities.

*Environmental Water Quality update*

44. The Water Services (Wastewater Environmental Performance Standards) Regulations 2025 (WEPS) will largely come into force on 19 December 2025. The parts of the WEPS that relate to overflows and bypasses (which will apply to WWL's network discharge consent applications, and the reconsenting of the intermittent discharge from the Seaview WWTP to the Waiwhetū Stream) will come into force on 19 December 2028.

45. The WEPS set a nationally consistent framework that will apply instead of regional plan rules, for:
- a) Discharge of biosolids to land;
  - b) Overflows and bypasses;
  - c) Discharge from wastewater treatment plants to water; and
  - d) Discharge from wastewater treatment plants to land.
46. WWL staff are currently working to understand the implications of the WEPS and how they apply to the network discharges, discharges from WWTPs, and the beneficial use of biosolids.

#### *Net Zero Carbon update*

47. WWL is currently in the process of completing verification of its verified operational emissions inventory for the 2024/25 financial year. This is being assessed against the baseline of the data for the previous 2023/24 year. Once this verification is complete, we will complete some supporting analysis considering what is changing and where the opportunities for reduction can be pursued. The data and analysis will be provided to the WWL Board and council officers in due course.

#### *Technology Systems*

48. The Technology Systems Investment Programme is on track, with evaluation of tenders underway to select preferred provider(s) for the suite of systems (project management, asset, finance, customer, H&S, people management, payroll and billing systems) required to improve WWL's capability and set up Tiaki Wai to succeed. The Tiaki Wai Establishment Team has been part of the programme steering group, and decisions will be made by both WWL and Tiaki Wai boards.
49. A vendor has been selected to implement a new Information Management system, with a go-live date of July 2026.

#### **Climate Change Impact and Considerations**

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

## Appendices

No.	Title	Page
<a href="#">1</a>	Appendix 1: WWL Journey of improvements	20
<a href="#">2</a>	Appendix 2: WWL Annual Report to 30 June 2025	28
<a href="#">3</a>	Appendix 3: Relationship Charter and Partnership Services Agreement with Taranaki Whānui ki Te Upoko o Te Ika and Te Rūnanga o Toa Rangatira	132
<a href="#">4</a>	Appendix 4: Wellington Water Culture and Value for Money Improvement Plan - Performance Report - Quarter 1 2025	172
<a href="#">5</a>	Appendix 5: Water Treatment Plant and Wastewater Treatment Plan dashboard reports for October 2025	186
<a href="#">6</a>	Appendix 6: Operations Report	208
<a href="#">7</a>	Appendix 7: Maintenance Alliance Performance Report	215

**Author:** Wellington Water Limited

---



## Wellington Water's journey of improvements

### Operating model and constraints

It is important to understand Wellington Water's operating model and constraints and the pressures this has imposed on the company.

Wellington Water is owned and funded by Wellington City Council, Greater Wellington Regional Council, Porirua City Council, Hutt City Council, Upper Hutt City Council, and South Wairarapa District Council. These councils also own and fund the water assets in their council area, and they task Wellington Water to manage these on their behalf.

Across the region Wellington Water manages approximately 2,600kms of drinking water pipes, 2,500kms of wastewater pipes, 1,900kms of stormwater pipes, 8 wastewater treatment plants, and 8 drinking water treatment plants.

Wellington Water provides advice to councils on the level of funding required to run the company and to operate the councils' water, wastewater and stormwater systems in a sustainable manner. There is no obligation on councils to take our advice. Councils make decisions on the funding that will be provided, which then dictates our work programme, and we work to the budgets that have been set to the best of our ability.

Council decisions often have to be made in balance with other council services and priorities. This can lead to decisions that are not always in the best interests of water services and the infrastructure. We are managing ongoing impacts of that now and will do so for years to come.

An example of this can be seen in councils' 2024-34 Long-Term Plans. Wellington Water recommended \$7.6 billion was needed for the region's capital delivery programme. Councils decided to invest \$3.6 billion. For operations and maintenance work, Wellington Water recommended \$1.7 billion, with councils providing around \$1.5 billion. The level of support varies from Council to Council but overall, Wellington Water has been consistently underfunded (with the exception of the bulk water supply systems). This underinvestment, both in the assets as well as the corporate and back-office functions, appears to have been going on long before the establishment of Wellington Water.

This level of underinvestment puts us on the back foot. It means that we have to constantly make trade-offs on what to prioritise based on the condition of the assets and the risk of this to water services and public health.

#### *Information Technology*

It is not clear when, or if, Wellington Water had ever formally asked for funding for IT systems, but the company is not in good shape:

- We don't have a finance or payroll system – we make use of Wellington City Council's systems.
- We don't have a budgeting system – we use spreadsheets. This directly contributed to the budgeting error discussed later in the report.
- We don't have an Asset Management Information system. We do have access to the systems used by our maintenance contractors – Fulton Hogan (networks) and Veolia (metropolitan wastewater treatment). Obviously, this means our Asset Management Information and Finance systems are not linked which makes it difficult to collate the cost of delivering services and demonstrate value for money improvements. This also makes it challenging if we want to increase the tension in the relationship between Wellington Water and our two most significant contractors (Fulton Hogan and Veolia).



- Our project management system is at end of life and too small for the amount of work we are doing.
- Our information management system is end of life.
- Our health and safety management system is not fit for purpose.
- We don't have a Customer Relationship Management system.

As a result of the lack of systems a lot of our performance reporting is compiled manually, often has low data confidence, and is vulnerable to human error.

Over the years the region has had a number of false dawns with reforms. The promise of a new water entity and the new fit-for-purpose technology systems that a new entity would bring, had us delaying work and putting off any formal request for funding. This means our systems are now at a critical point and making do with what we have is no longer an option.

We made a request for IT funding in 2024 for \$37.5M spread across three financial years 25/26, 26/27 and 28/29. The request for 25/26 funding was approved but funding for the second and third years will be Metro Water's responsibility. Work is now underway with Wellington Water committing significant resources to the project. However, a programme of this scale is not an easy fix and will not be delivered by the end of the financial year, by which time Wellington Water will no longer be in existence. We recognise that Wellington Water will not benefit from this work but are committed to progressing the programme as it will see Metro Water better set up for success.

### *Networks and Treatment Plants*

Historical underfunding means the region's water and wastewater networks and wastewater treatment plants are in very poor condition.

As an example of the underfunding, we are responsible for the management of approximately 7,000km of pipes across the region. The focus on the capital programme has previously been on the network. This meant renewals have been steadily increasing over several years up to 23/24 where we reached a peak and re-laid 24km of pipe (at that current rate of work, it would have taken us an average of 290 years to replace all the pipes in the network). In 24/25 we had to respond to the increasing need of refurbishment work required on critical assets in the region's wastewater treatment plants, which meant money for pipe renewals had to be redirected. As a result, only 13km of pipe was laid (an average replacement age of 540 years). Previous advice supplied to councils by Wellington Water has recommended the region needs to renew 100-110km of pipes a year over the next 30 years before we reach a sustainable level of asset management – meaning we are replacing the assets before they get too old.

Not surprisingly water pipes are failing, and leaks are becoming more common. To keep leaks at a manageable level more and more of our budgets for proactive maintenance work have been diverted into responding to outages and bursts.

### **Catalyst for change**

In May 2024, the Board and Wellington Water's shareholding councils were informed of an error in the budgeting advice we provided to councils for their Long-Term Plans (LTP). When undertaking this work, we did not correctly apply the corporate cost to parts of the capital programme for the first three years of delivery. The corporate cost is an essential charge that covers Wellington Water's overhead costs, including project and corporate support.

The error resulted in a funding shortfall of around \$51M across the regional capital programme.

The error came at a time when councils had worked hard in preceding months to invest more money into water services off the back of a tough summer of high leaks and risks of water shortages. These were



issues which had attracted national media and central government attention regarding the state of the networks and the associated historic underinvestment.

The mistake resulted in extensive negative media attention and significantly eroded public and shareholder trust in Wellington Water and our ability to deliver water services. It was not just the scale of the error but the time it took for the Board and councils to be advised. The opportunity for councils to make changes to their LTPs was lost, adding to the frustration and anger.

In response, the Board immediately launched an independent review into the causes of the error. The review found an organisation with poor systems and processes (that had driven our way of working for many years), loose controls and lack of checks and balances, unclear organisational structure and accountabilities and a culture where staff weren't confident to raise risks and issues. If issues were raised or identified, there was a tendency to manage bad news rather than share it with the Board or shareholders.

The review recommended a raft of organisational changes and improvements to our internal processes, systems, practices, and the culture of the organisation. The review was the catalyst for us to look deeper into our organisation, which unearthed further gaps and fundamental changes needed in Wellington Water.

## First steps of change

Work to implement the recommendations from the budgeting error review began immediately.

The Board began to lean further into the organisation and look into changing our culture and ways of working. Our Board Chair, Nick Leggett, was heavily involved in this process. During this time, a number of staff came forward and made protected disclosures (and less formal disclosures) to the Board Chair and other Directors around their concerns related to our commercial practices, lack of financial controls, and a culture that seemed to prioritise the interests of our consultants, contractors and suppliers over those of Wellington Water.

In August 2024, the then Chief Executive stood down from her role. In October 2024, one of the existing Directors, Pat Dougherty was appointed as Chief Executive to lead a change in direction for the organisation and make fundamental changes to the way we operate so that Wellington Water's performance would not be seen as an impediment to the establishment of the new organisation (Metro Water).

One of the first changes the new Chief Executive made was to restructure the organisation at a high level into a more orthodox operating model to increase clarity of accountabilities and functional responsibilities.

The previous structure had been designed so that overall responsibility for an activity was almost always shared between senior staff. An extraordinary amount of time was lost arranging and attending meetings looking for consensus on issues. Frequently issues would be brought to ELT meetings to resolve. As a result, the organisation was slow to respond to issues and seen as weak and indecisive.

A large number of working parties and committees were established within the organisation to try and better manage the process of achieving consensus. A big part of the changes made to the structure was to move away from this overly consultative model. The other key shift was to change the organisation's culture from one of 'learned helplessness' to one of listening and action, where people felt confident to speak up and raise risks early.

Progress is continuing with working parties/committees being progressively disbanded. Managing expectations regarding involvement in decisions is still an issue that requires continued focus as staff adapt to this new way of working.



## Further significant issues identified, and improvements made to deliver value for money

In responding to the protected disclosures from staff, Wellington Water commissioned two independent reviews. In March 2025, we proactively released the findings of these reviews. The reports focussed on the costs we were being charged by our consultants, contractors and suppliers, as well as benchmarking the costs from our frontline network maintenance Alliance partner Fulton Hogan with other comparable councils.

The reviews confirmed the concerns that staff had raised. It should be noted that some of our shareholding councils had also raised similar concerns around value for money over the years but these concerns had been discounted by previous management.

We found a lack of oversight and assurance, and weak financial processes and controls around how we managed consultants and contractors, which opened us up to the risk of fraud. Benchmarking work also found that we were “consistently more expensive” than other comparable councils.

These higher costs were partially a symptom of our poor procurement and contracting arrangements. However, aging infrastructure, the increasing need to undertake more urgent and costly repairs on the network due to lack of pipe renewals, and Wellington’s unique topography were also material factors in driving up total expenditure, particularly for drinking water assets. For example, the benchmarking report identified that our reactive water maintenance costs had roughly tripled over a five-year period.

No instances of fraud were found but one isolated incident of alleged theft was identified and referred to the police.

These findings made it abundantly clear that Wellington Water had not been delivering value for money for our shareholders or ratepayers for some time now.

Unsurprisingly, the release of the investigation findings resulted in extensive negative media coverage and public sentiment. The media latched onto the specific data point in the benchmarking report around the cost of drinking water maintenance. This led to headlines around Wellington Water being “three times more expensive” than other councils for this work, which is incorrect. It is correct that the amount of money the Wellington region spends on maintaining and operating the network is higher than other councils. However, this is largely due to the age of the network and long-term underinvestment in pipe renewals – old pipes break more often and cost more to fix.

At the time, we provided the media and our stakeholders with a correction and explanation of this, however it is still a common misconception. We have since sat down with key journalists to provide more context and background information and will continue with our approach of correcting this if we see it misreported again.

The findings of the reports further impacted shareholder trust in Wellington Water and amplified political debate around Wellington Water and our competency to provide water services. At one point one of our shareholding councils Wellington City Council passed a motion to look into legal proceedings to claim back potential costs that were overspent and called for the resignation of the Board Chair and certain Board members.

This was then raised at the Wellington Water Committee at an urgent meeting on 10 March, 2024. Wellington City Council did not get sufficient support for this.

At the meeting we explained that any failure to achieve value for money was the fault of Wellington Water and not our contractors or consultants. It had always been within our power to remedy the situation (as was demonstrated by the changes already made). The Wellington Water Committee passed a resolution requiring Wellington Water to report back at least every six weeks on our progress to implement improvements.



There was a desire from some members on the Committee for Wellington Water to look back and quantify the level of potential “over charging” from suppliers. However, as the manager of the largest three waters network in the region, it was hard to quantify what an appropriate baseline was as we had essentially skewed the market over the past ten years.

We issued a public apology for the failings and the Chief Executive and a representative from the Board were asked to front up to each shareholding council to apologise in person.

As we prepared for these meetings, the research we carried out revealed that the extent of our failure to achieve value for money was less than originally suspected and that sometimes our failure was more the inability to demonstrate value for money.

All major projects (which is where most of the money is spent) already had competitive tension incorporated into their procurement processes. The area where we had the least ability to demonstrate value for money was pipe renewal work.

### *Driving improvements*

In May 2025, we undertook an internal scan of previous reviews and reports into our organisation to highlight any recurring themes or gaps. A review of seven independent reviews and reports over the past few years found 123 recommendations.

We then reviewed and prioritised all 123 recommendations, and landed on 26 priority areas to focus on, that can be either delivered or started with existing resources over the coming year before the establishment of Metro Water.

The 26 focus areas make up our Culture and Value for Money Improvement Plan. The Improvement Plan actions focus on nine outcomes:

- Enhancing organisational capability in the lead up to the new entity
- Strengthening mechanisms for demonstrating value for money
- Strengthening the control and oversight of our suppliers
- Strengthening commercial and procurement competency and capability across the organisation
- Developing an orthodox organisational model with clear purpose and lines of accountability
- Creating a strengthened culture of raising issues and overall awareness of controls
- Strengthening governance oversight and assurance
- Maintaining a relentless focus on effective fluoridation in the short and long term
- Strengthened financial controls

Progress on the implementation of the Culture and Value for Money Improvement Plan is monitored by the Board and the Wellington Water Committee and has been presented by Wellington Water on a six-weekly basis.

Additionally, since the release of the various independent reviews, the Commerce Commission has also issued their determination which requires us to make information publicly available on our performance and how we are working to improve value for money for consumers.

### **Improvements made to date**

While the various investigations were underway, we had already made a raft of improvements both to how we manage our commercial arrangements as well as to our internal culture and ways of working.

#### *Contractor and Consultant Panels*

- The consultant panel was initially set up with three consultants. Over time, as the panel grew to 9 consultants, they joined under the banner of one of the three 'lead' consultants. Work would flow



through these lead consultants. At the start of each year the work programme and budgets would be provided to the panel, and they would advise who would do each job and a price would be negotiated. The same arrangements applied to the contractors' panel. This resulted in a lack of oversight from Wellington Water, making it hard for us to manage performance and effectiveness, and we lost contact with what competitive prices were within the wider marketplace.

The panels were reset so that Wellington Water had a direct relationship with each panel member.

- Competitive tension was introduced to the panels by putting all work over \$50K out to tender for competitive bidding; and implementing value-focussed KPIs as well as regular performance reviews.
- We stopped paying a management fee to consultants to reimburse them for time spent coordinating and communicating with other panel members and Wellington Water. This has resulted in an immediate savings of around \$1m annually.
- Staff from companies on the Consultancy Panel were used as Client Project Managers to manage other consultancies and contractors that were delivering capital works. Because there could always be a time when roles were reversed, there was little tension in these consultancy relationships. We have reduced the potential for conflicts of interest by ensuring that client project managers are independent from the panel and are working steadily to convert the contractor project managers to internal resource. We are developing an internal project management centre of excellence and recruitment for in-house project managers is well underway. Initial analysis based on consultant hourly rates, show that we will save roughly \$5m per year by bringing this work in-house.
- Our contracts had been written to ensure that very little risk sat with Wellington Water – it was nearly all transferred to the contractor. The result was contractors charged us for risks that often didn't eventuate e.g. unforeseen ground conditions. We have reverted to more standard conditions of contract and are seeing lower priced tenders as a result. We trialled this approach recently for a project in Upper Hutt and managed to get the contractor to reduce their price by nearly \$600,000 (25%) from what was originally quoted.

#### Procurement and commercial practices

- In March 2024 we developed and started the implementation of a new procurement approach to increase commercial and competitive tension. This has seen us move away from the use of panels to more open market tendering. As a consequence, the pace of delivery slowed, and this was a contributing factor to us not delivering our full capital programme for the 24/25 year. However, in the interest of ensuring value for money, it was the right thing to do.
- An example of the value of putting work out to open tender was seen recently with the Moa Point Electrical Instrumentation and Controls project, which went out for open market tender and was won by a contractor that does not sit on our existing panels. The tender price was significantly less than the estimated price by approximately \$3.8 million.
- While we have had a good response from the market and seen a softening of prices through more competitive tendering, we do acknowledge that the current state of the contracting marketing has meant we are getting a good deal and is something that may not be sustained if market conditions improve.



### Financial Controls

- Previously several large consolidated monthly invoices were being paid within 5 days of receipt, irrespective of whether or not it had been approved for payment. Project managers and contract managers were expected to recover overpayments by negotiating a credit within the next invoice.
- Automatic payment of these invoices was quickly stopped and the invoicing and approval process amended. All invoices now have to be approved by a Wellington Water staff member prior to payment. Controls are in place to ensure that only Wellington Water employees can confirm and approve work orders for consultants and contractors which has provided us with greater protection against fraud.
- Improved financial controls have been put in place including stopping the creation of annualised large value purchase orders, implementing a comprehensive set of company-wide delegations and limiting financial approval ability within our systems.
- Our budgeting systems were amended by implementing a much simpler internal cost allocation system which has significantly reduced the potential for similar errors, like the one in our budgeting advice, to occur.
- We restructured the Finance team to provide additional resources to manage the increased workload created by the changes made.

### Network Maintenance Alliance

- The Alliance, which is made up of Wellington Water and Fulton Hogan to deliver network maintenance, has been restructured so that approximately 55 staff have been brought back into Wellington Water proper. These are key staff that provide advice on work priorities and schedule the work. Now that they are back on our side of the fence, they are also able to check the quality of the work, check invoices and ensure we are getting value for money.
- A full performance framework has been introduced. This enables the performance of the Alliance to be formally assessed and bonus calculations to now provide for some pain/gain sharing. This quickly resulted in improvements in response times to jobs. The performance reporting of the Alliance forms part of the Commerce Commission disclosure requirements.
- Previously we funnelled some of our network capital work through the Alliance for delivery. As part of our efforts to demonstrate better value for money we took roughly \$30m of capital works out from the Alliance and directed this work through the new procurement process. This is showing competitive bids coming in consistently lower than what was historically achieved through the Alliance.

### Companywide

- One of the most significant changes made has been one of culture. We have worked hard to move to a culture of listening and action where our people are encouraged and feel safe to raise risks early, challenge the status quo and take accountability for improvements in their areas of responsibility. While we have more work to do, we are already seeing a shift in staff behaviour and an early escalation of issues.
- Another element of our previous culture, which had been imposed from previous leaders within the organisation, saw that Wellington Water staff considered our contractors and our consultants as whānau and treat them as an extension of our organisation as opposed to an external



supplier. We trusted our suppliers, therefore invoices didn't need to be checked and any enforcement provisions in contracts were not to be used. The focus was on relationships and not "slowing things down" with process and controls.

This was quickly changed to a more traditional approach to managing suppliers. While we still value a strong working relationship, performance and value for money does matter.

- Performance is being monitored and measured, Consultants who previously sat on the panel are now required to provide us with individual invoices for work completed by project, and if we are not happy with the work that is delivered, this is challenged, and payment is withheld, and contractors are formally held to account for poor performance. These changes have been well received by the majority of staff.
- All staff with financial delegations have now undergone fraud and corruption training to ensure there is strong awareness of potential risks and how to prevent these.
- We amended our internal audit programme to include a focus on financial processes and value for money.

#### Converting spend on consultants to build up internal capability

- For too long we have relied heavily on the expertise of consultants, contractors and suppliers. While there is merit in getting expert support, we need to ensure we are acting as a smart purchaser with the right controls and capability internally to drive better value for money, and protect the interest of Wellington Water, our shareholders, and ratepayers.
- We have started to reduce our reliance on consultants/contractors to do our core work by hiring more staff with the right expertise and re-establishing our ability to act as a smart client. This ensures Wellington Water has the right ownership and controls of our work programmes and projects. It is also more cost effective and allows us to retain important institutional knowledge.
- We have moved key functions such as all communications and stakeholder engagement on capital projects in-house (previously this was outsourced to a PR company at a higher cost). Analysis based on consultant hourly rates shows an estimated cost saving of around \$800k - \$1m per year by bringing this work in-house.

The organisation and our people have worked rapidly to address core issues and implement as many changes as possible in the past year. We have made in-roads, but more work is needed. The full benefits of the improvements we've made may not be fully seen for some time yet. For now though, it is important that we maintain the direction and allow our people time to embed the changes we have started.

This paper has been prepared and approved by Pat Dougherty, Chief Executive, Wellington Water.

.....  
Approved by Pat Dougherty, Chief Executive



# Contents

<b>Foreword</b>	<b>4</b>	<b>Section 3: A focus on Core Services: Delivering Three Waters</b>	<b>28</b>
<b>2024/25 Key Achievements Highlights</b>	<b>6</b>	Delivering safe drinking water	30
<b>Section 1: Who we are and what we do</b>	<b>7</b>	Delivering sufficient drinking water	31
Our governance structure	7	Managing the region's wastewater	35
Our values	7	Stormwater management	39
Our strategic focus	8	Net-Zero Carbon 2050	43
Our organisational strategy	10	Maintaining a fit for purpose organisation	46
Establishment of Metro Water	10	Ensuring we are ready for water reform transition	47
Departure of SWDC	10	Ensuring our people are ready	47
Meeting Expectations of Councils, Communities and Regulators	11	Technology Systems Investment Programme	48
Organisational Capability Plan	11	Health, Safety and Wellbeing	48
Culture and Value for Money Improvement Plan	12	Enhancing relationships with mana whenua	49
Technology Systems Investment Programme	13	Single regional performance framework	49
Delivering planning advice to Councils	13		
Enabling the efficient connection of new property developments	15	<b>Non-Financial Performance Statement of Intent (SOI) 2023-26 Results</b>	<b>50</b>
Meeting the expectations of our communities and customers	15	<b>DIA Tables</b>	<b>53</b>
Working with our regulators	17	Greater Wellington Regional Council	53
		Hutt City Council	54
<b>Section 2: Governance Report</b>	<b>20</b>	Porirua City Council	57
Wellington Water Committee	21	Upper Hutt City Council	60
Our Board of Directors	22	Wellington City Council	63
Employee remuneration	26	South Wairarapa District Council	66
Matters that shareholders wish to restrict	26		
Company policies and procedures	27	<b>Section 4: Financial Statements</b>	<b>70</b>
		Statement of Comprehensive Revenue and Expenses	71
		Statement of Changes in Equity	72
		Statement of Financial Position	73
		Statement of Cash Flows	74
		Notes to the Financial Statements	75
		Understanding our Performance Information	96
		Independent Auditor's Report	101

# Taki

He wai, he wai  
He wai herenga tāngata  
He wai herenga whenua  
He wairua  
He waioara  
Tihei mauri ora!

'Tis water, 'tis water  
Water that joins us  
Water that necessitates the land  
Soul of life  
Life forever  
'Tis the breath of life!

Welcome to our  
2024-2025 Annual Report

# Foreword

The past year has been one of both highs and lows for Wellington Water. Confronting the need for significant change in the organisation has been of paramount importance. This change has been led by our Board of Directors and a new Chief Executive, and we have been singularly focussed on discovering areas of poor practice improving value for money for shareholders and preparing the organisation for handover to Metro Water.

Following an independent review into the budgeting advice error for councils' 2024-34 Long Term Plans in July 2024, we commissioned other independent reviews and reports to shed light on which of our systems and processes needed urgent attention. These have made it clear that significant changes are required, not only to ensure ratepayers are getting a good deal on the services we provide, but also to ensure our organisation and our people are in the best shape possible to transition to the Metro Water.

As a result, we have set in motion a raft of actions that significantly alter the way we work as an organisation. At the heart of this is a change to our culture. We have worked hard to move to a culture of listening and action where our people are encouraged to raise risks early, challenge status quo and take accountability for improvements in their areas of responsibility. While we have more work to do, we are already seeing a shift in staff behaviour and early escalation of issues.

Another area of focus has been to increase commercial and competitive tension in our approach to procuring services on behalf of our shareholders. For too long we have relied heavily on the expertise of consultants, contractors and suppliers. While there is merit in getting expert support, we need to ensure we are acting as a smart purchaser and have the right controls and capability internally to continually drive better value for money and protect the interest of Wellington Water.

This has included implementing a new procurement policy which has seen us move away from the historical use of panels to greater open market tendering. As a consequence, the pace of delivery slowed, and we weren't able to deliver our full capital programme. However, in the interest of ensuring value for money, it was the right thing to do. Additionally, we have started to reduce our spending on contractors by hiring more staff with the right expertise. This ensures Wellington Water has the right ownership and controls of its projects, and it is more cost effective and allows us to retain important institutional knowledge.

We have made significant changes to our financial controls. Previous practices around the creation of large annual purchase orders and automatic monthly payments to some suppliers without the right level of oversight and approvals have now stopped. Consultants who previously sat on the panel are now required to provide us with individual invoices for work completed by project, and if we are not happy with the work that is delivered, this is challenged, and payment is withheld. All staff with financial delegations have now undergone fraud and corruption training to ensure there is strong awareness of potential risks and how to prevent these.

Lastly, central to us maturing our business to become an effective asset management and water utility is having the right technological systems. Currently, we are dependent on old systems that are in urgent need of replacement, or we rely on the use of systems

belonging to our shareholding councils or contractors. In some cases, the systems we need are all together lacking. Additionally, the organisation has not been clear in the past with our shareholders about our resource needs and therefore investment in this space has been lacking. This year, thanks to council funding, we have established our Technology Systems Investment programme, which will upgrade the core essential technology systems any effective water services entity will need. These new systems will enable Metro Water to be effective.

In recognition that Wellington Water has one year remaining, we have intentionally prioritised action that allows us to address the most important shifts needed now to earn back the trust of our stakeholders, as well as what will lead to the best chances of success for Metro Water. While these changes signal that we have turned a corner, there is still a long way to go.

**The year ended on a high note with the achievement of significantly reducing leaks and water loss in the region.**

With ongoing investment from councils to find and fix leaks, this year we reduced water loss by 11 million litres a day or the daily water use of around 50,000 people. We tackled thousands of leaks across the region, which brought the average level of water loss from 41% down to 37%. While this may not sound like much, the amount of water saved well exceeded the 7.4 million litres reduction target that Water Services Authority Taumata Arowai set for us and saw the region's backlog of leaks come down to a sustainable level for the first time in a number of years.



With a committed Board of Directors and Executive Leadership Team, backed by dedicated and professional staff, we will continue to work at pace alongside our council shareholders to deliver the best water outcomes for the region until it's time to hand the reins over to Metro Water.



*Nick Legget*  
**Nick Legget**  
 CHAIR OF THE BOARD



*Pat Dougherty*  
**Pat Dougherty**  
 CHIEF EXECUTIVE

2024-2025  
Key Achievements

# Highlights

## 248.5m

worth of capital projects which focused on upgrades, improvements, and building new water infrastructure across the region.



### 64b

litres of safe drinking water delivered



### 54.7%

reduced leaks backlog (1,405 to 636)



### 11m

litres reduced water loss per day



### \$4.02b

litres of savings in water loss realised



### 65.4b

litres wastewater treated across the region



### \$12.6m

spent on planned asset maintenance



### \$18.9m

spent on renewal of metropolitan wastewater treatment plants



### \$48.2m

spent on reactive asset maintenance



### \$9.4m

spent on stormwater repairs and maintenance



### 70%

average customer satisfaction rate for the year



### 13.1km

of pipe renewals completed across the region



### 4200

applications processed for the three waters network in our region, 1,400 building consents, 820 water and drainage connections, and 400 resource consents

Section 1

# Introduction

## Who we are and what we do

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

We are owned by Wellington City Council, Hutt City Council, Porirua City Council, Upper Hutt City Council, Greater Wellington Regional Council, and South Wairarapa District Council. This makes Wellington Water a Council Controlled Organisation (CCO) – operating at arm’s length from shareholding councils while remaining accountable to them.

Councils own the water assets in the region and set the level of funding and investment. They task us to manage the infrastructure and deliver water services to communities and to provide investment advice.

## Our governance structure

Wellington Water is governed by a Board of Directors. We receive overall leadership and direction from the Wellington Water Committee. The Committee is made up of representatives from our shareholding councils and mana whenua.



## Our values

We are a values-driven organisation, and the value of water sits at our heart. Everyday Wellington Water people come to work and strive to deliver services and build infrastructure in a way that provides the best outcomes for communities and the environment.

Our values reflect this and set out what we stand for and how we behave:

- Tangata tiaki: together we protect our most precious taonga**  
We are responsible for looking after our water, our environment, our community, and the future of our mokopuna through the work we do.
- Whānau: united we support, connect with and respect each other**  
The key to the wellbeing of any whānau is collaboration and sharing knowledge. We support, acknowledge, accept each other all the same - no matter how closely we work. We treat each other how we want to be treated.
- Mana: we recognise, respect, and value the mana of others and seek to build mana-enhancing relationships.**  
We accept that our performance is judged by the communities we serve, so we honour our plans, commitments and duties with pride, integrity and transparency.

## Our strategic focus

Our work over the past year has been guided by the enduring regional strategic priorities for water set by the Wellington Water Committee. These were to:

- **Look after existing infrastructure;**
- **Support growth;**
- **Ensure sustainable water supply for the future;**
- **Improve water quality of our rivers, streams and harbours;**
- **Reduce our carbon emissions and adapt to the impacts of climate change; and**
- **Increase resilience to natural hazards.**

In addition to these strategic priorities, the Wellington Water Committee indicated in their annual letter of expectation that in 2024/25 Wellington Water was to:

1. Improve efficiency, effectiveness, transparency, and oversight by working with shareholders to produce a single framework that encompasses:
    - i. A reporting and performance management scheme including key performance indicators, but also broader productivity indicators that provide confidence that Wellington Water is delivering value for money and competitive tension.
    - ii. A simplified, reduced traffic management regime within existing Codes of Practice.
    - iii. A capital programme planning and management framework, and associated reporting that; is clearly linked to Council Long Term and Annual Works Plans, enables Councils to comply with LGA audit requirements, and provides for Councils to reprioritise investment to support growth and other priorities as appropriate.
    - iv. High level, pragmatic benchmarking to be reported to the Wellington Water Committee to provide value for money assurance of service delivery.
  2. The framework must be common, rather than specific to each of the six shareholders.
  3. Provide assurance that Wellington Water has an absolute focus on delivery, value for money and sustainable operational improvements.
  4. Wellington Water will review its contracting arrangements around maintenance and capital works and provide assurance that the procurement model is best practice and is delivering the best value for shareholding Councils.
  5. Compliance with all regulatory requirements with clear, no surprises advice to shareholders around the risk of non-compliance where appropriate.
- This is especially relevant – but not limited - to the performance of wastewater treatment plants.
6. Wellington Water will work with shareholders to produce a single integrated water meter implementation plan across the shareholding Councils.
  7. Where smart investment can produce asset management improvements that can benefit a new water services model, these will be costed and reported back to the Wellington Water Committee.
  8. For the next year, drinking water investments and maintenance should be oriented around mitigating the risk of an acute water shortage for the summer of 2025 and beyond.
  9. Wellington Water must ensure that local Mana Whenua priorities are understood and are incorporated into operations.
- These priorities were built into Wellington Water's 2024/27 Statement of Intent and 2024/25 Corporate Business plan. Information on our performance against these priorities is provided in this report.

### Why we are here

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

## Our organisational strategy

To meet the region's strategic priorities, our organisational strategy is to focus on our core functions and build and maintain trust with our councils, stakeholders, and communities.

We put the safety, wellbeing, and growth of our people first. In all our relationships we are values led and strive to be honest, open, transparent, and accountable.

In October 2024, the Wellington Water Board approved a revised organisation purpose statement, outcomes and near-term results to guide decision making for the next two years.

### Wellington Water's Purpose

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

### Wellington Water's Outcomes

The new set of organisational outcomes were developed to focus Wellington Water effort on desired impact. These 4 outcomes are:

- **Communities receive reliable three waters services.**
- **Services delivered by Wellington Water are compliant.**
- **Water services are affordable and provide value.**
- **Wellington Water is a strong and capable organisation ready to fold into a new asset owning entity.**

## Establishment of Metro Water

The five Councils covering the Wellington metropolitan area - Hutt City Council, Porirua City Council, Upper Hutt City Council, Wellington City Council and Greater Wellington Regional Council - confirmed on 1 July 2025 that they will establish a new, jointly-owned organisation to deliver water services to the region. However, this agreement is still subject to the Secretary for Local Government's review and confirmation of the Water Services Delivery Plan, as required under the legislation. The new organisation, with the interim name Metro Water, will own and operate public drinking water, wastewater and reticulated stormwater assets, and will replace Wellington Water from 1 July 2026.

## Departure of SWDC

South Wairarapa District Council (SWDC) voted in November 2024 to consult their community on an option to exit the Wellington regional water services delivery model and to instead develop a water services delivery plan with three other councils - Masterton, Carterton, and Tararua District Councils (commonly known as the "Wai + T" model).

The full go-live for this transition will be no later than 1 July 2027. The first part of the transition took place on 1 July 2025, when capital renewals and capital projects were removed from the Management Services Agreement between Wellington Water and SWDC, and this work was to be handed back to the council.



Wellington Water will, however, retain an ability to spend money on reactive capital expenditure, for example, if a critical asset breaks and an urgent repair or replacement is needed.

**Wellington Water will continue to provide operations and maintenance services for SWDC until 30 June 2026. Wellington Water will be updating the management services agreement with SWDC to reflect the changed relationship.**

It is yet to be determined who will manage operations and maintenance services for South Wairarapa between 1 July 2026 and the full go-live date. These details will need to be worked out in the coming months.

Wellington Water is working closely with SWDC on managing the logistics of the transition period. To help with the wider transition, SWDC has created a new transition role which will be embedded within Wellington Water to oversee the planning and strategy of the move.

Wellington Water is committed to supporting SWDC in the implementation of their Water Services Delivery Plan and to supporting our affected staff throughout this transition.

## Meeting Expectations of Councils, Communities and Regulators

The delivery of waters services is essential to the functioning of our cities, towns and the region. Our council owners, mana whenua partners, customers, and communities count on us to deliver these services safely and effectively. We take this responsibility seriously and work to care for council assets and deliver services on behalf of our councils to the best of our ability, within the funding levels allocated by our council owners.

In previous years we have focused on building trust with councils through the delivery of three water services. While we have again been successful in delivering essential water services during 2024/25 and improved our performance in some key areas, we have had several public revelations about performance shortcomings that has damaged that trust and our wider reputation with the communities we serve. To address the issues identified, during 2024/25 we initiated major changes to the way we operate internally to transform the delivery of our water services.

## Organisational Capability Plan

In late 2024, Wellington Water developed an Organisational Capability Plan (OCP) to respond to findings of the Cost Estimation Error report<sup>1</sup>. The OCP was a collection of initiatives designed to significantly lift the capability of Wellington Water. The Plan was a recognition by the Board and Executive Leadership Team (ELT) of Wellington Water that fundamental changes to the way we work and operate were needed to ensure we were delivering and demonstrating value for money to our shareholding councils and regional ratepayers.

Changes made as part of implementing the OCP included: developing a new organisational strategy; reviewing and changing our organisational structure; strengthening our finance function; and undertaking a value for money review of our contractors and consultant panels. The Wellington Water Committee took an active interest in the implementation of the OCP and quarterly progress updates were provided to the Committee for Quarter 2 in March 2025, for Quarter 3 in April 2025.

Ultimately, however, this change activity was limited in its scope by the amount of funding made available to Wellington Water for capability improvement activities. This was particularly the case with the maturity uplift needed in Wellington Water's technology systems scheduled to be delivered through a Technology Systems Investment Programme.

<sup>1</sup> The Cost Estimation Error Report investigated the causes of an \$51m error in the budgeting advice Wellington Water provided councils for their 2024/28 Long-Term Plans. The Report was provided to the Board and Wellington Water Committee in July 2024 and contained recommendations on preventing similar errors.

## Culture and Value for Money Improvement Plan

In April 2025, Wellington Water noted to the Wellington Water Committee that there were 123 improvement recommendations contained in the Cost Estimation Error report, two internally-commissioned reports into financial systems and processes and value for money previously provided to the Committee, and four other reports and reviews on similar topics. It was agreed with the Committee in May 2025 that all these recommendations be coalesced into a future-oriented Wellington Water Culture and Value for Money Improvement Plan (the Improvement Plan).

The Improvement Plan focuses on recommendations that can be implemented in the short term or within existing resource - including those that relate to the company culture. Moreover, the Improvement Plan also focuses on the key areas of concern identified by the Wellington Water Board and shareholders, namely:

- value for money;
- organisational culture;
- integrity;
- reliable services; and
- a strong and capable organisation.

The Improvement Plan uses Wellington Water's strategy outcomes as the organising frame and has 26 specific improvement objectives with quarterly actions to deliver on each objective until 30 June 2026. The Improvement Plan was considered by the

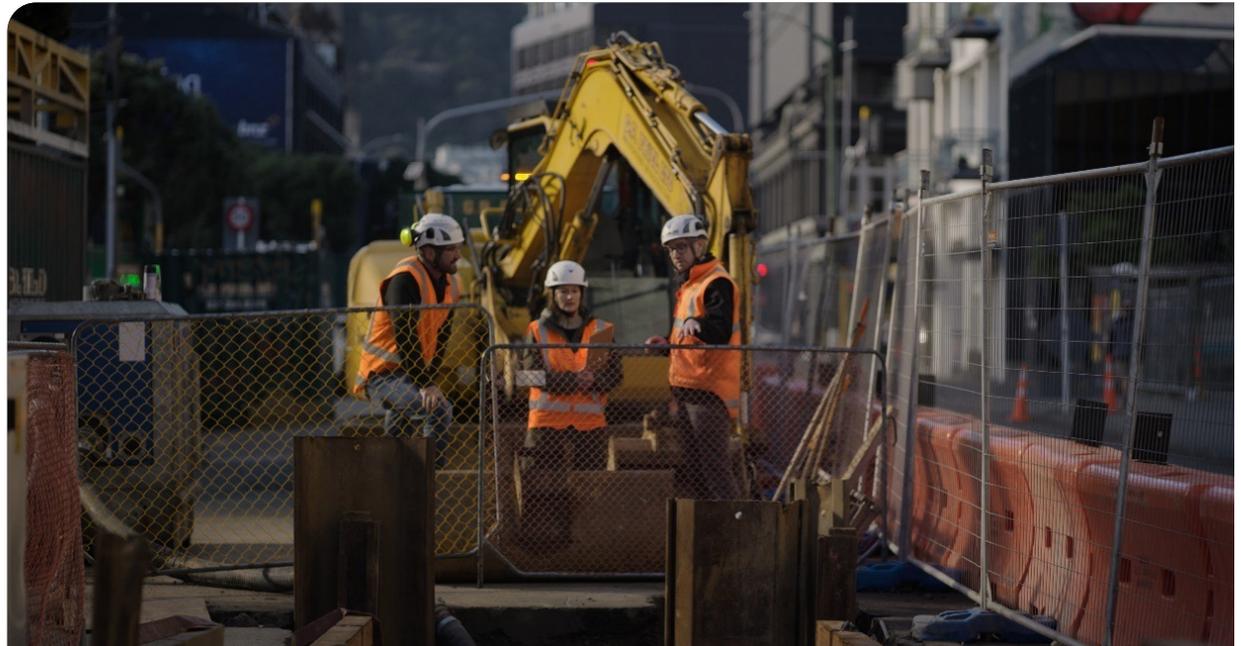
Committee at its meeting on 30 May 2025. The first performance report of the Improvement Plan was delivered to the Committee meeting on 25 June 2025. It is available on the Wellington Water website [here](#).

### Value for Money

In response to performance concerns raised by the Committee, a key organisational focus for 2024/25 was to improve operational efficiency and effectiveness and to demonstrate that we are providing value for money. This saw several value for money workstreams being pursued that specifically aimed to ensure ratepayers' funds are being used effectively and responsibly.

As part of this we carried out a cost audit to assess whether the current Alliance and Panel arrangements continued to deliver value for money and competitive pricing for our expanded operations. This resulted in a performance framework for the Operations and Maintenance Alliance being implemented that contains pain/gain sharing between the Alliance partners.

Our procurement policy was reviewed and updated to require an open tender process for all works over \$100,000 (for both capital and operational expenditure). We also updated our contractor code of conduct to reinforce commercial realities and strengthened our in-house procurement function with new staff and processes.



## Technology Systems Investment Programme

When proposing the OCP for endorsement, Wellington Water indicated it needed new funding from shareholding councils in 2025/26 to ensure Wellington Water has the right capability to deliver on councils' capital delivery programmes and prepare for transition to a new entity. Councils advised they were unwilling to provide the extra investment, except for Greater Wellington Regional Council (GWRC), which indicated it would consider specific funding for Wellington Water's Technology Systems Investment (TSI) Programme.

In GWRC's 2025/26 Annual Plan, \$13.8 million was allocated for the TSI Programme and the interest payments on the money borrowed to fund it were to be shared across all councils and recovered through the bulk water levy. The debt itself will be transferred to Metro Water once it is established. More detail on the TSI Programme is provided on page 47.

## Delivering planning advice to Councils

As the region's water services provider, we provide our council owners with investment advice on their water assets to maintain, operate and develop them. We do this through the annual planning process and the long-term planning process. Councils then make decisions on what to fund.

Wellington Water initially provided unconstrained advice that \$10 billion in regional capital investment was needed over the next 10 years but recommended \$7.6 billion as more feasible to deliver.

We also provide our councils with investment advice based on our best understanding of asset condition and achieving the best three waters outcomes for communities and the environment. Our advice is based on the strategic priorities set by the Wellington Water Committee for the region. We work through an iterative process with each of our councils based on their priorities and what they can afford. This includes advice on the risks and consequences of not investing.

In 2023/24, the majority of shareholding councils consulted their communities on three waters investment for their 2024-34 Long-term Plans (LTP). Wellington Water initially provided unconstrained advice that \$10 billion in regional capital investment was needed over the next 10 years but recommended \$7.6 billion as more feasible to deliver.

Our council owners continue to face increasing costs and inflationary pressures and have to make hard decisions to strike a balance between investment in water services and other council priorities. Councils agreed on a 10-year \$3.6 billion capital investment programme, from 1 July 2024.

Wellington Water recommended \$1.7 billion regional operating expenditure, with Councils providing approximately \$1.5 billion. The focus of this funding was to be on maintaining and operating existing infrastructure, but we noted that it is insufficient to

address the backlog of pipe renewals and mitigate seasonal water shortage risks.

Wellington Water acknowledges the need to achieve more with the funding provided (by demonstrating value for money). However, the agreed level of funding will not reduce the region's critical risks and will likely see new ones arise over the coming years due to growth and climate change.

The short-term risks (i.e. for the next three years) associated with current levels of investment include:

- the levels of renewals and upgrade work are not keeping up with the condition and age of the existing infrastructure which will continue to deteriorate resulting in on-going disruptions and leakage;
- impacts on the environment through untreated wastewater entering local waterways;
- limited asset information on the state of the region's network and condition of councils' assets, impacting on Wellington Water's and councils' ability to make well informed decisions; and
- management of seasonal water shortage risks until new major investments are made to reduce water demand and increase supply.

For more details on council funding and risks, see [Statement of Intent for 2025-28](#) on our website.

This year we processed over 4,200 applications for the three waters network in our region, including approximately 1,400 building consents, 820 water and drainage connections, and 400 resource consents.

## Enabling the efficient connection of new property developments

One of the core services we undertake on behalf of our councils is managing the process for new connections to the three waters network.

These activities include involvement in building consents, connections, public drainage permits, engineering approvals, encroachment, resource consents, section 223/224, pre-application, on-site inspections, and other general enquiries.

This year we processed over 4,200 applications for the three waters network in our region, including approximately 1,400 building consents, 820 water and drainage connections, and 400 resource consents.

We also made several improvements which facilitated a significant increase in resource consent applications meeting the timeframes agreed with Councils (being ten or twelve days) from 38% to 56%. The focus for the coming year will be on processing more applications in-house to reduce consultancy spending.

## Meeting the expectations of our communities and customers

Water services are essential for health and wellbeing, and our communities and customers rightly expect that they should be able to turn on the tap or flush their toilets without issues.

When we do have issues, we prioritise urgent jobs first – those where our customers completely lose access to drinking water, or where there is an urgent risk to the health of people, property or the environment.

To make the best use of our limited resources, we must prioritise where crews go. Urgent jobs are placed at the top of the list. This means that lower priority jobs will move down the list, and it will take longer for us to respond. This undoubtedly has an impact on our customers as we are not able to get to these jobs as quickly as they would expect.

The two largest drivers of customer satisfaction are response times and keeping our customers updated on progress. We consistently respond quickly for these urgent jobs, and our customers are broadly satisfied with our urgent response. Data for the second half of this year shows that customer satisfaction with our services improved from last year's low of 54% in July to 70% by June this year.

While our response times are directly linked to the level of resources we have available, it is still important we improve our customer service and level of care for those who are not able to receive an urgent response. To do this, we have made improvements to how we track our cases and communicate with our customers in 2024/25. That is within 10 days of receiving a request for service, we provide customers with a plan on how we intend to resolve their job and the priority category that has been assigned to the job, which is important given the longer wait times for less urgent issues.

Wellington Water has a prioritisation process. You can find a copy of our prioritisation framework on our website [here](#).

### Disputes Tribunal

No claims were lodged against Wellington Water with the Disputes Tribunal during the 2024/25 financial year.

### Utilities Disputes

In the 2024/25 financial year, twelve complaints were submitted to Utilities Disputes Ltd (UDL). Of these:

- Two were formally decided by the UDL Commissioner, with both outcomes in favour of Wellington Water.
- Eight were resolved through clarification, mutual agreement, or were closed due to insufficient evidence provided by the complainant.
- Two complaints remain under review and are currently being managed by UDL case managers.

Last year we also made improvements to how we schedule our work to try to address more non-urgent jobs at once, targeting these jobs based on location and highest drinking water loss and enabling our crews to be more efficient with their time.

As a result of these improvements, we have again had no successful disputes against us through the utilities disputes tribunal or the disputes tribunal during the financial year.

### Fluoridating our water supply

We continue our focus on providing fluoridated water to the metropolitan Wellington region and keeping a close watch on the performance of the fluoride facilities. Our target is to meet the Ministry of Health's (MoH) recommended fluoride levels (0.7-1.0ppm, 95% of the time).

This year, all metropolitan Water Treatment Plants (WTPs) met this target, dosing within MoH guidelines on average 97% of the time. Last year only one out of the four metro WTPs met this target. This achievement is the result of a continued organisational focus on ensuring our equipment at the fluoride facilities are running as they should.

To maintain the current MoH compliance target levels for fluoride each year, a long-term solution to upgrade the entire fluoridation system at all the metropolitan WTPs is needed. Developing the best long-term solution would include considering back-up capacity and options at the plants so we can continue to fluoridate drinking water if a facility fails or needs to be turned off for maintenance work, which we commonly must do.

However, significant further investment is still needed to reduce wastewater overflows across the network.

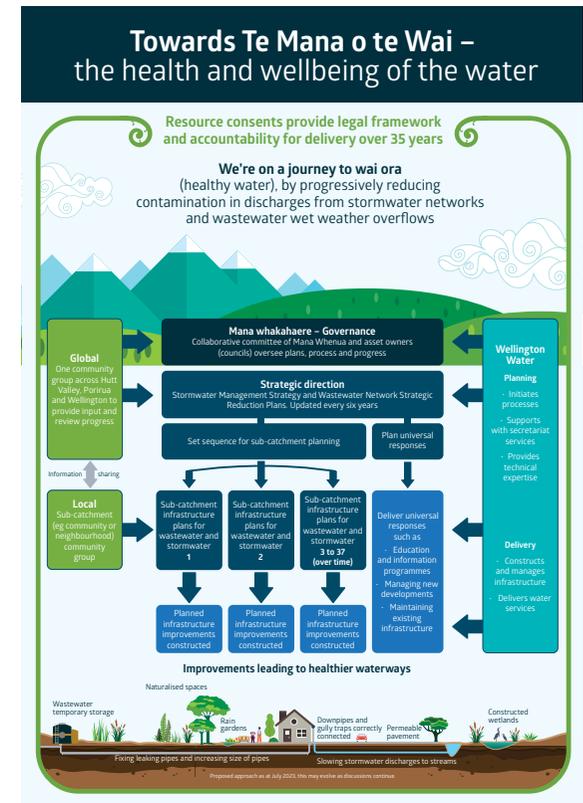
### Improving environmental water quality

Our communities want to enjoy the region's beaches, rivers and coastlines. We run the three waters network in accordance with regulations and environmental consent requirements, and we work to reduce the environmental impact of our operations as much as possible.

We undertake regular surveillance of public drains and pipes to locate and fix any problems, and regular sampling and testing of local waterways to monitor our environmental impact. When there is an incident that impacts on public health, we advise the community of the risks and what they need to do to keep safe. Addressing our network discharges in early 2023, we lodged three wastewater wet weather overflow consents for the Wellington, Porirua and Hutt networks, as well as a global (four-city-wide) stormwater consent. These are referred to as network discharges. Since lodgement there have been significant regulatory changes to the framework that will apply to consenting the network discharges. These include proposed changes to the Wellington Natural Resources Plan which took legal effect from notification, although while that change has now been put on hold, the notified amendments still have legal effect. These changes have a significant impact on the scope of our consent applications for our network discharges, and the actions that these consent applications will drive.

The purpose of the network discharge consents is to drive improvements in water quality, including by removing contaminants such as E.coli from discharging to freshwater and to the coast. Our 'Towards Te Mana o te Wai' infographic shown right, can be accessed on our [website](#) for a summary of our overall approach.

Although the consents are currently on hold, Wellington Water is taking action to improve water quality. This includes undertaking investigation works to determine where there are issues in the network (including cross connections on third party land). From that work we can identify where repairs or renewals are required in the network, and we can prioritise that work appropriately; storage is being added to the network (such as the Porirua Central Wastewater Storage Tank)



which is intended to contain more wastewater within the network and therefore reduce overflows.

In Wellington city, we are increasing network capacity to support future growth and improve service reliability. In the Hutt Valley, we are focused on enhancing the resilience of the wastewater network through a range of projects, including inspecting property connections to help reduce wet weather overloading.

Our crews fix leaks on the front line every day, and when they are fixing a leak, there is a risk that sediment enters stormwater drains as the water escapes from the work site. If this occurs, these contaminants may end up in rivers, streams or beaches. Our crews use a variety of methods to minimise sediment discharges into the stormwater network. We did not receive any infringement notices for unauthorised sediment discharges during 2024/25.

## Working with our regulators

Our regulators provide our customers, councils and mana whenua with the assurance that we are doing what we are meant to be doing. Meeting regulatory requirements helps us earn the trust of our stakeholders and retain our social licence to provide water services to our communities. We work with a range of regulatory organisations to provide information and ensure we are compliant with the legislation governing our activities.

## Avoiding an acute water shortage

During 2024/25, Wellington Water worked closely with Taumata Arowai, GWRC and metro councils to avoid

a potential acute water shortage in the metropolitan Wellington area in the summer of 2024/25.

In May 2024, to avert the risk of an acute water shortage risk in the summer of 2024/25, Taumata Arowai set a target of 7.4 million litres per day (MLD) water demand reduction by February 2025. This target and a plan of actions to meet this was developed and agreed to by Wellington Water and our councils. Achieving a 7.4 MLD reduction in Water Loss reduces the chance of a drinking water emergency to less than three percent, and the chance of level 4 water restrictions to approximately twelve percent for the coming summer.

We exceeded the 7.4 million litres per day target that Taumata Arowai set for us, reporting the metropolitan Wellington region has saved around 11 million litres per day for the year.



We exceeded the 7.4 million litres per day target that Taumata Arowai set for us, reporting the metropolitan Wellington region has saved around 11 million litres per day for the year. In addition, only a Level 2 water restriction was required during the summer of 2024/25 - in Martinborough, Featherston and Greytown (in February 2025) and the rest of the region remained at level 1.

Achieving this result required the frequent and transparent sharing of information and was a good example of how Wellington Water and councils working together contributed to the region not having to move to tighter water restrictions. 2024/25 was the second year in a row that saw demand reduce across the metropolitan region (2023/24 was the first time there had been a reduction in demand since 2020).

### Water Services Authority - Taumata Arowai

The Water Services Authority - Taumata Arowai (the Authority) has been slowly increasing its expectations over the quantity and quality of the data it receives since its inception in 2021.

We also must report to the Authority on their Network Environmental Performance Measures, which cover all three waters and their impact on the environment. During 2024/25, the Authority consulted on proposed nationally consistent Wastewater Environmental Performance Standards. These standards are proposed to apply instead of the regulatory framework set out in the relevant regional planning document(s) (for the Wellington Region this is the Wellington Natural Resources Plan). The proposed standards include

provisions for wastewater treatment plant discharges, put in place regulation regarding biosolids and intend to also apply to overflows and bypasses.

**2023/24 was the first time we reported our annual compliance with the Drinking Water Quality Assurance Rules. Many of the rules were new in the assurance space and required processes to be created to ensure that there was an auditable basis for the measures result. The 2024/25 results for these measures are reported in the DIA Tables on page 60.**

This work was undertaken in response to Local Water Done Well policy released in August 2024. The Standards are expected to be in place once the Local Government (Water Services) Bill is passed into law.

We will work with the Authority to ensure we are collecting and reporting meaningful data that allows them to operate as an effective regulator and to provide assurance to our regulators, our owners, and our communities, that we are monitoring our impact on the environment.

### Commerce Commission

The Government has indicated that the Commerce Commission will be the economic regulator for water services under the Government's Local Water Done Well regime. The Commission's initial focus is on setting information disclosure (ID) requirements.

This will require water service providers to publish robust information about the planning, investment, and performance of their water and wastewater services. This will mean that everyone can see how water service providers spend the money they charge for their services.

The Local Government (Water Services Preliminary Arrangements) Act enables specified entities to be subject to an early form of ID by the Commission, called 'foundational information disclosure'. This is a type of economic regulation that requires certain water service providers to share information to the public and the Commerce Commission about their operation. In March 2025, the Government agreed to designate Wellington Water a specific entity that will be subject to foundational information disclosure until the full economic regulation regime is in place from mid-2026.

The foundational ID for Wellington Water will apply until mid-2026 when a full economic regulation regime will be put in place.

The final determination for Wellington Water's foundational ID requirements was published in August 2025. The reporting requirements for Wellington Water are:

- accessible public reporting on its progress in the delivery of the "Wellington Water Culture and Value for Money Improvement Plan"
- to publish on its website information that provides a clearer picture on trends in maintenance expenditure and fault management
- to make existing reporting on consumer-centric performance and delivery performance more accessible.

**A focus on core services**

#	Measure	Target	2023/24	2024/25	Commentary
1	Customers rate their experience of our performance as 'Satisfied' or better.	55%	70% June to December 54% January to July	1 Average July to December 2024 is 69%  Average January to June 2025 is 70%	Changing from phone to online surveys in early 2024 significantly impacted results. Average satisfaction dropped from 70% (June–Dec 2023, phone) to 54% (Jan–July 2024, online).  Since then, scores have steadily improved, averaging 69% from July–Dec 2024. The upward trend continued in 2025, with Jan–June averaging 70% - matching pre-change levels.
2	The level of fluoride leaving each Water Treatment Plant is within the Ministry of Health guidelines (0.7-1.0 parts per million) 95% or more of the time.	Achieved at all plants	Te Mārua: 93.9%  Wainuiomata: 96.7%  Waterloo: 87.9%  Gear Island: 83%	Te Mārua: 98%  Wainuiomata: 98%  Waterloo: 95%  Gear Island: 97%	All plants met the target level of fluoride at least 95% of the time – average 97%.  In terms of average dosage, all plants were in the 0.80-0.84 parts per million range.
17	Review key contracting arrangements for maintenance and capital work.	First review(s) completed and reported to Wellington Water Committee.  Agreed actions are implemented.	N/a - New measure for 2024/25	Achieved	AECOM review provided to Wellington Water Board in February 2025 and Wellington Water Committee in March 2025.  Procurement policy has been reviewed and updated off the back of the review. It now requires an open tender process for all works over \$100,000 (for both capex and opex).  Revised contractor and consultant panel agreements have also been adopted.

## Section 2

# Governance

## Governance Report

Wellington Water is a council-controlled organisation (CCO), and we are jointly owned and funded by:

- **Greater Wellington Regional Council,**
- **Hutt City Council,**
- **Porirua City Council,**
- **South Wairarapa District Council,**
- **Upper Hutt City Council, and**
- **Wellington City Council.**

Each council has equal voting rights and nominates a single elected representative to sit on the Wellington Water Committee, which oversees and appoints the organisation's Board and provides us with regional leadership and direction.

As a CCO, we operate under the Companies Act 1993 and the Local Government Act 2002. Under these Acts, there are several foundational agreements between us and our council owners.

These include:

- **Company Constitution** – Contains rules that govern the company,
- **Shareholders Agreement** – Sets out how council shareholders will manage shareholdings and respective relationships, and
- **Management Service Agreements** – Contracts for provision of management services relating to water service.



## Wellington Water Committee

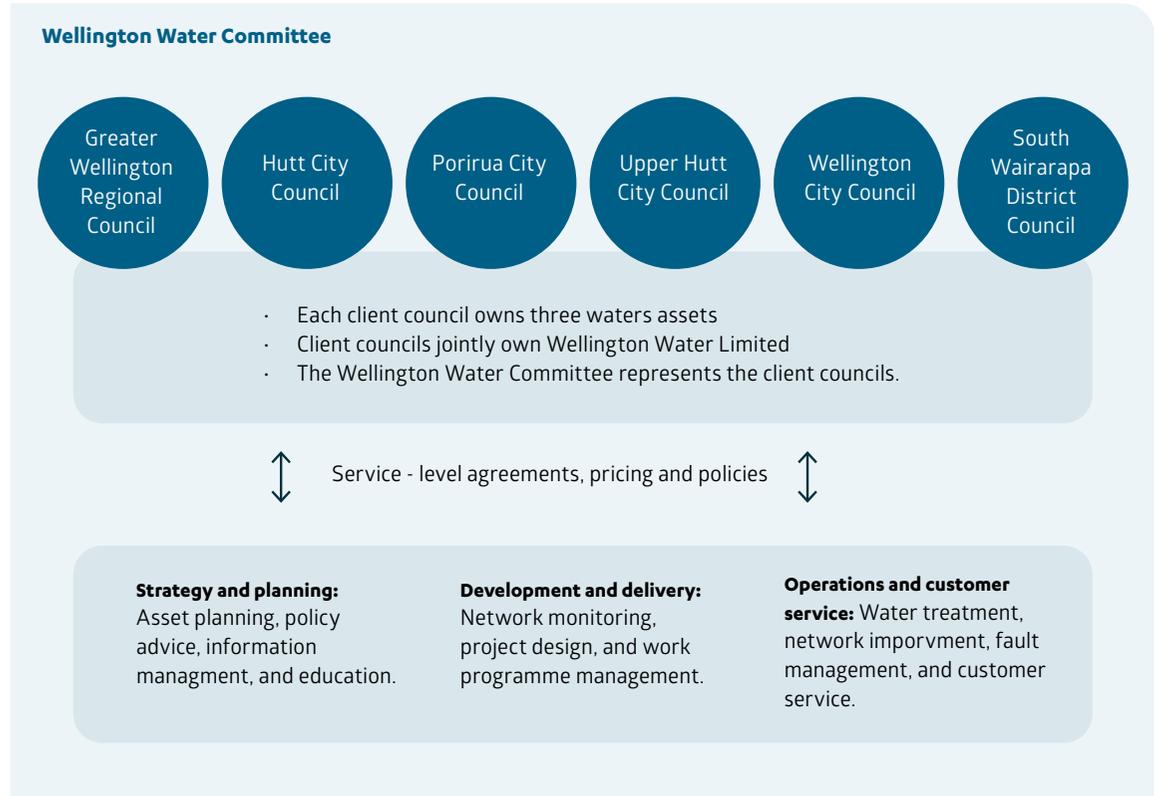
The Wellington Water Committee has a single elected representative from each of Wellington Water’s shareholding councils and three representatives from mana whenua. For the reporting year, the Wellington Water Committee comprised of:

- Hutt City Council – Mayor Campbell Barry (Chair),
- Greater Wellington Regional Council – Councillor Ros Connelly (Deputy Chair),
- Porirua City Council – Mayor Anita Baker,
- South Wairarapa District Council – Councillor Melissa Sadler-Futter,
- Upper Hutt City Council – Mayor Wayne Guppy, and
- Wellington City Council – Mayor Tory Whanau.

The Wellington Water Committee has seats for three appointments of iwi partners.

- Te Rūnanga o Toa Rangatira – Helmut Modlik,
- Taranaki Whānui ki te Upoko o te Ika a Maui – Kara Puketapu-Dentice, and
- Ngāti Kahungunu ki Wairarapa Tamaki Nui a Rua – Andrea Rutene.

The Wellington Water Committee provides oversight and regional direction for Wellington Water. It does this by monitoring our performance, and appointing directors to our Board of Directors. We report quarterly and annually to the Wellington Water Committee on our performance.



The Wellington Water Committee writes an annual Letter of Expectations to the Board, which outlines their key priorities and areas of focus. This is used to guide the development of our Statement of Intent.

## Our Board of Directors

We're governed by a Board of Directors. The Chair of the Board reports to the Wellington Water Committee.

At the end of the financial year the Board of Directors consisted of four members. Each director can serve a maximum of two terms, or six years, unless agreed otherwise by the Wellington Water Committee.

The Board leads the development of our strategy, ensures sound organisational culture and compliance, and monitors our performance, risks and viability.

The Board's approach to governance is to establish with management (and in consultation with shareholders) clear strategic outcomes that drive our performance.

### Board meetings and attendance 2024/25

The Board meets regularly throughout the year and has a committee to focus on audit and risk.

### Audit Committee

The Audit Committee comprises all members of the Board and is chaired by Leanne Southey. The purpose of the Audit Committee is to:

- approve, review and assess the quality and integrity of the financial reporting of Wellington Water;
- consider whether the company has established appropriate policies and put in place management processes to ensure that risks are properly identified and managed; and
- oversee and assess the internal and external audit processes.

The following changes to the Board have occurred in the 2024/25 financial year:

Featherston	Result	Term Expires
Patrick Dougherty	1 Sept 2023	7 Sept 2024 (resigned)
David Adamson	9 May 2025	n/a
Gillian Peacock	9 May 2025	n/a
Ben Pitchforth	9 May 2025	n/a
David Adamson	9 May 2025	30 Oct 2026
Gillian Peacock	9 May 2025	30 Oct 2026
Ben Pitchforth	9 May 2025	30 Oct 2026

As at 30 June 2025, the Directors in office are as follows:

Featherston	Result	Term Expires
Nick Leggett (Chair)	18 Mar 2022	30 Oct 2026
Leanne Southey	1 July 2021	1 July 2027
Mahina Puketapu	1 Sept 2023	30 Oct 2026
Bill Bayfield	1 Sept 2023	30 Oct 2026
David Adamson	9 May 2025	30 Oct 2026
Gillian Peacock	9 May 2025	30 Oct 2026
Ben Pitchforth	9 May 2025	30 Oct 2026

The table below shows attendance at Board and Audit Committee meetings during the year ended 30 June 2025:

Director	Board meeting attendance (14 meetings)	Audit Committee attendance (5 meetings)	Major Projects Committee attendance (4 meetings)
Nick Leggett (Chair)	13	3	4
Leanne Southey	14	5	4
Mahina Puketapu	12	5	3
Bill Bayfield	13	5	4
David Adamson	2/2	n/a	n/a
Gillian Peacock	2/2	n/a	n/a
Ben Pitchforth	1/2	n/a	n/a
Patrick Dougherty	4/6	1	1/1

## Our Board of Directors (cont'd)

### Directors' remuneration 2024/25

Director	Fees paid Actual received to June 25
Nick Leggett (Chair)	\$60,000
Leanne Southey	\$30,000
Mahina Puketapu	\$30,000
Bill Bayfield	\$30,000
Patrick Dougherty*	\$6,500
David Adamson	\$4,200
Gillian Peacock	\$4,200
Ben Pitchforth	\$4,200

\*Resigned 7 Sept 2024

The table above shows remuneration paid to directors during the year ended 30 June 2025.

### Interest Register as at 30 June 2025

Director	Fees paid	Term Expires
Nick Leggett (Chair)	Trustee and Chair, Hutt Mana Charitable Trust	March 2022 (updated Sept 2023)
	Council member - Hanga Aro Rau - Workforce Development Council	March 2022 (updated Sept 2023)
	Father is a City Councillor on Porirua City Council, which is a shareholder of Wellington Water	March 2022
	Aspiring Futures Foundation Trustee and Chair	July 2022 (updated Sept 2023)
Leanne Southey	CE - Infrastructure New Zealand	May 2022 (updated Sept 2023)
	Director and Shareholder, Southey Sayer Limited	July 2021
	Member, Wellington Free Ambulance Board	July 2021
	Trustee, Masterton Trade Aid	July 2021
	Shareholder, Mangan Graphics Limited	July 2021
	Certificate of Directors of Wellington Water Limited - Establishment of Indemnity Agreement	July 2021
	Masterton Community trust, Trustee	November 2022
	Director, Trust House Masterton	February 2023
	Trustee, Trust House Foundation	February 2023
	Chair - Kauri Healthcare Ltd	July 2023
Mahina Puketapu	Port Nicholson Block Settlement Trust - Trustee	August 2023
	Shareholder of Subsidiaries of Port Nicholson Block Settlement Trust: TWL Holdings Limited, LBS General Partner	(updated Nov 2024)
	Taranaki Whānui Limited - Director	August 2023 (updated Nov 2024)
	Director of Subsidiaries of Taranaki Whānui Limited: Lowry Bay Section One Limited, Tramways Limited, Shelly Bay Limited, The Lodge at Shelly Bay Limited, TWL Holdings Limited	August 2023

## Our Board of Directors (cont'd)

### Indemnity and insurance

In accordance with section 162 of the Companies Act 1993 and the company's constitution, Wellington Water Limited has indemnified all current and former directors and executive officers of the company in respect of all liabilities to persons (other than the company or a related body corporate) to the extent permitted by law that arise out of the performance of their normal duties as directors or executive officers unless the liability relates to conduct involving a lack of good faith.

In authorising the insurances to be affected, each director has signed a certificate stating that in their opinion the cost of the insurance is fair to the company.

### Interest Register as at 30 June 2025 (table continued)

Director	Fees paid	Term Expires
Mahina Puketapu	Port Nicholson Block Settlement Trust – Trustee	August 2023 (updated Nov 2024)
	Shareholder of Subsidiaries of Port Nicholson Block Settlement Trust: TWL Holdings Limited, LBS General Partner	
	Taranaki Whānui Limited – Director	August 2023 (updated Nov 2024)
	Director of Subsidiaries of Taranaki Whānui Limited: Lowry Bay Section One Limited, Tramways Limited, Shelly Bay Limited, The Lodge at Shelly Bay Limited, TWL Holdings Limited	August 2023
	Te Ngakinga o Whanganui Investment Trust – Board Member/ Trustee	August 2023
	Whanganui Iwi Fisheries Limited – Director	August 2023
	Taumairangi Limited – Director and Shareholder	August 2023
	Te Kotahitanga o Te Atiawa – Registered Iwi Member	August 2023
	Taranaki Iwi – Registered Iwi Member	
	Taranaki Whānui – Registered Iwi Member	
Bill Bayfield	Tauhara North No.2 Trust – Chief Investment Officer	August 2023
	Te Kīwai Māui o Ngāruahine Limited and Ngāruahine fisheries limited - Contract CEO services	November 2024
	Shareholder Āio Partners Limited	November 2024
	Associate Director of Parininihi Ki Waitotara	November 2024 (updated February 2025)
	Board of Governors Scot's College	February 2025
	Trustee, Family Trust, Costrong	August 2023
	Director, Citycare	February 2024
	Director of Apex Water Ltd	February 2024

## Our Board of Directors (cont'd)

### Use of company information

No notices have been received by the Board of Wellington Water under section 145 of the Companies Act with regard to the use of company information received by directors in their capacity as directors of the company.

### Board evaluation

The directors carry out a review and evaluation of the Board processes, efficiency and effectiveness every two years. The results of this survey are presented to the Wellington Water Committee.

### Auditor

The auditor is appointed under Part 5, section 70 of the Local Government Act. Audit New Zealand has been appointed by the Auditor-General to provide these services on his behalf.

### Interest Register as at 30 June 2025 (table continued)

Director	Fees paid	Term Expires
David Adamson	Adamson Partners – Director	May 2025
Gillian Peacock	Fore Business Services (trading as ForeConsulting) – Director Infrastructure Commission – providing on call HR advice and support (13-30 June 2025)	May 2025 May 2025
Ben Pitchforth	Forforth Family Trust - Trustee Karamu Advisory Services – Director Wellington City Council / Karamu Advisory Client / Wellington Waterfront project	May 2025 May 2025 May 2025
	Porirua City Council / Karamu Advisory client / ERP Implementation	May 2025
	Friend is Regional Director of Stantec (David Hogg)	May 2025

## Employee remuneration

2024/25	Salary Bracket
\$400,000 - \$410,000	1
\$390,000 - \$400,000	1
\$320,000 - \$330,000	1
\$290,000 - \$300,000	2
\$270,000 - \$280,000	1
\$260,000 - \$270,000	1
\$220,000 - \$230,000	1
\$210,000 - \$220,000	4
\$200,000 - \$210,000	5
\$190,000 - \$200,000	12
\$180,000 - \$190,000	5
\$170,000 - \$180,000	11
\$160,000 - \$170,000	15
\$150,000 - \$160,000	16
\$140,000 - \$150,000	14
\$130,000 - \$140,000	21
\$120,000 - \$130,000	27
\$110,000 - \$120,000	34
\$100,000 - \$110,000	39
<b>Total Staff</b>	<b>211</b>

## Matters that shareholders wish to restrict

The shareholders have agreed that the approval of the Statement of Intent is subject to the following restrictions on our Board who may not:

- make a loan or borrow money, except for any borrowings in the ordinary course of business of no more than \$1m in total,
- grant security over the assets of the company, or grant an indemnity or guarantee other than in the ordinary course of business,
- make a material change to the nature of the company's business or engage in business activities outside the ordinary course of business,
- enter a new customer service-level agreement, except in the form already agreed by shareholders,
- enter into a partnership or joint venture, except in the ordinary course of business,
- acquire a new business or shares in another company,
- starting or settling any legal or arbitration proceedings, except in the ordinary course of business, and
- transferring or disposing of real or intellectual property with a value of over \$0.2m.

## Information to be provided to shareholders

In each year Wellington Water shall comply with the reporting requirements of the Local Government Act and the Companies Act and regulations.

In particular, Wellington Water will provide:

- a Statement of Intent detailing all matters required under the Local Government Act (LGA), including forecast 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 LGA), and
- within three months after the end of each financial year, an annual report that 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 LGA).

Owing to the reporting undertaken in accordance with the service-level agreements with client councils, the reliance on six-monthly reports fully meets Local Government Act requirements and is considered appropriate.

### Ratio of shareholders' funds to total assets

Ownership of infrastructure assets is retained by the shareholders. As Wellington Water is a business that returns all benefits to shareholders, the ratio of shareholders' funds to assets is as follows:

In particular, Wellington Water will provide:

- a Statement of Intent detailing all matters required under the Local Government

	Actual 2024/25	Budget 2024/25	Actual 2023/24
Ratio of shareholders' funds to total assets	6%	5%	6%

## Company policies and procedures

### Delegation to the Chief Executive and Senior Leadership Team

The Chief Executive and Senior Leadership Team are responsible for:

- developing and making recommendations to the Board on company strategies and specific strategy initiatives,
- the management and implementation of the strategy,
- the implementation of Board-approved policies and reporting procedures, and
- the day-to-day management of the company.

These responsibilities are subject to the Board's delegation of authority to the Chief Executive and Senior Leadership Team and other rights and responsibilities which are reserved to the Board.

### Code of Conduct

Wellington Water's purpose is to 'create excellence in three water services so our communities can prosper'. Underpinning this is the Code of Conduct, which acknowledges the company's commitment to maintaining the highest standards of honesty, integrity and ethical conduct in its day-to-day behaviour and decision-making.

The Code of Conduct guides all members of the company in the practices necessary to maintain confidence in the company's integrity and takes into account legal obligations and compliance regulations. It also guides the responsibility and accountability of individuals for reporting and investigating any unethical practices. The Code of Conduct is supported by the Conflicts of Interest Policy, Gifts and Entertainment Policy, Protected Disclosure Procedures, Harassment at Work Procedures, Health and Safety Policy and Fraud Policy.

A review of the Code of Conduct was undertaken after the Cost Estimation Error Review and some minor amendments were made to the employee version. Further changes were made to the contractor Code of Conduct to remove references to a 'whanau approach' to reinforce the commercial realities and the need to provide value for money.

Wellington Water's purpose is to 'create excellence in three water services so our communities can prosper'. Underpinning this is the Code of Conduct, which acknowledges the company's commitment to maintaining the highest standards of honesty, integrity and ethical conduct in its day-to-day behaviour and decision-making.

## Section 3

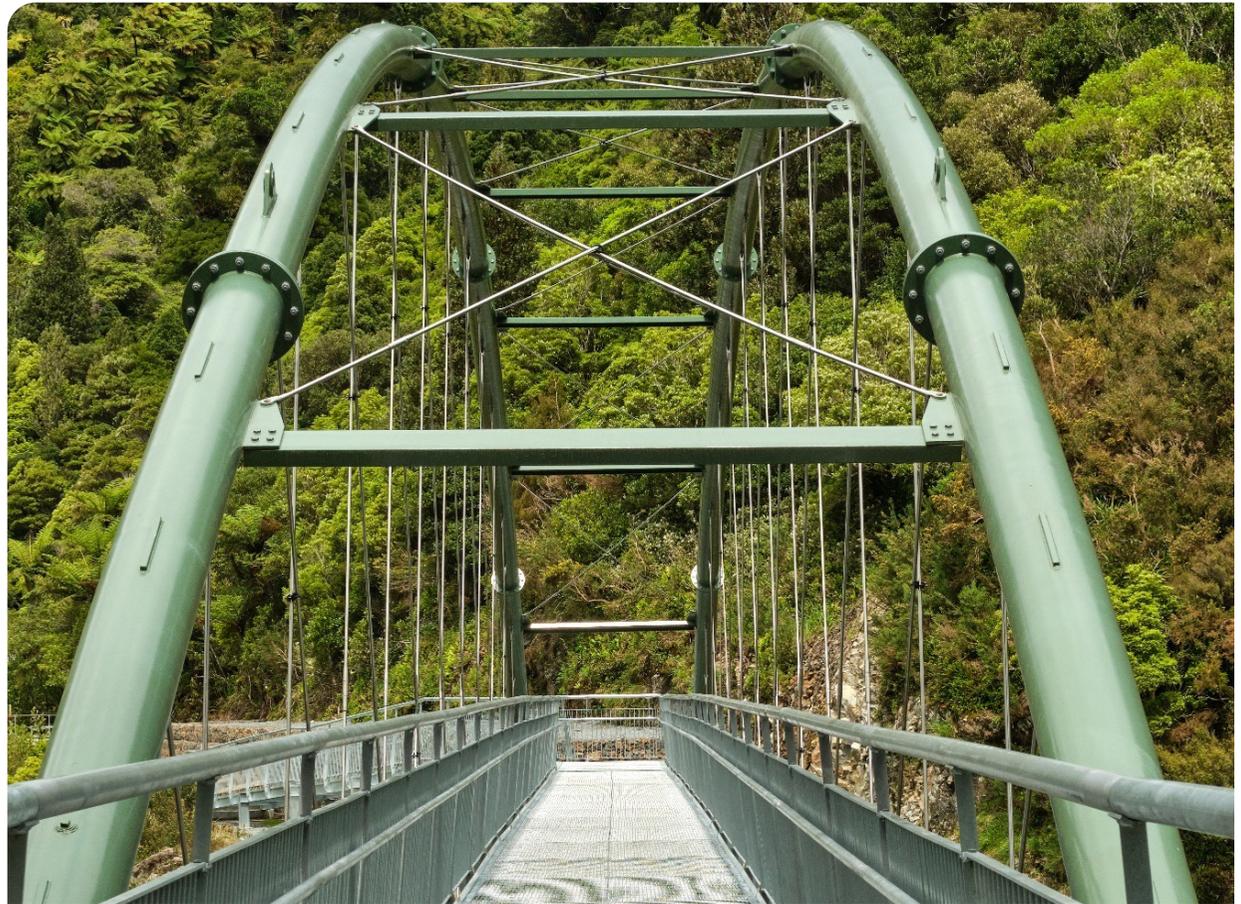
# Statements of Service Performance

## A focus on Core Services: Delivering Three Waters

In our 2024/27 Statement of Intent, we noted that the two most critical regional risks are ensuring sufficient water for the Wellington metropolitan region and the performance of the wastewater treatment plants throughout the region.

These risks are subject to political and regulatory scrutiny and are concerning to iwi and the community. Our operational focus for 2024/25 was to mitigate these risks as much as possible with available budgets.

In addition, in 2024/25 we continued to deliver safe drinking water consistent with new regulatory standards, sought to future-proof drinking water delivery, and maintained the operational capability of the network through maintenance and new investments.



**Delivering safe drinking water**

We delivered over 64 billion litres of safe drinking water to the people in the Wellington region during the 2024/25 financial year.

## Delivering safe drinking water

Our most important job is to deliver safe and sufficient drinking water to all our customers and communities, on behalf of our shareholding councils.

We delivered over 64 billion litres of safe drinking water to the people in the Wellington region during the 2024/25 financial year.

While the safety of the drinking water in the region has not been compromised, we have had some instances of non-compliances.

### Compliance with Drinking Water Quality Assurance Rules

Significant changes to the rules set by the Water Services Authority - Taumata Arowai (the national regulator for water services) that govern how Wellington Water measures and reports on the safety of drinking water came into effect in August 2024. Guidance on a new methodology for calculating the safety of drinking water performance measures was issued by the Department of Internal Affairs in June 2025.

Right is a table detailing our compliance with the new Drinking Water Quality Assurance Rules relating to protozoal, bacterial and microbiological contamination using these new rules. Further details on our performance against the new rules are available in the DIA Tables on page 52.

### Metropolitan Wellington

Te Mārua	Result
Bacteriological	100% Compliant
Protozoal	100% Compliant
Microbiological	100% Compliant
Wainuiomata	Result
Bacteriological	100% Compliant
Protozoal	100% Compliant
Microbiological	100% Compliant
Waterloo	Result
Bacteriological	92% Compliant
Protozoal	100% Compliant
Microbiological	100% Compliant
Gear Island	Result
Bacteriological	100% Compliant
Protozoal	100% Compliant
Microbiological	100% Compliant

The Waterloo Water Treatment Plant is non-compliant with the new Drinking Water Quality Assurance rules due to insufficient contact time with chlorine for water for approximately 800 households. Funding has been provided by Hutt City Council in their Long-Term Plan to address this issue, and the water remains safe to drink.

### South Wairarapa

Featherston	Result
Bacteriological	100% Compliant
Protozoal	100% Compliant
Microbiological	100% Compliant
Greytown	Result
Bacteriological	100% Compliant
Protozoal	100% Compliant
Microbiological	100% Compliant
Martinborough	Result
Bacteriological	100% Compliant
Protozoal	100% Compliant
Microbiological	100% Compliant
Pirinoa	Result
Bacteriological	100% Compliant
Protozoal	100% Compliant
Microbiological	100% Compliant

Drinking water plants in South Wairarapa (excepting Pirinoa which serves approximately 10 properties) were not designed to meet the new Drinking Water Standards and required additional investment to become compliant. We have made technical adaptations to comply with the rules and believe all three of the major water treatment plants can be compliant moving forward. However, long term compliance of these plants will depend on further investment by the incoming water services entity.

For more information see our website [here](#).

## Delivering sufficient drinking water

Wellington Water's ability, and that of our councils' to provide a sustainable supply of drinking water remains at risk as the network is old with significant water loss from leaks and people using a lot of water. Population growth is also adding to the issue.

### Water Loss Reduction Plan

When the risk of an acute water shortage became apparent in mid-2023, Wellington Water developed a Water Loss Reduction Plan to attempt to curb this risk by reducing its primary driver: leaks.

The Water Loss Reduction Plan is a long-term document, setting a target of reducing network leakage by 20 million litres per day by 2033.

This plan included interventions with differing levels of impacts:

- Reactive and proactive renewals of service connections
- Targeted and broad pressure management programmes
- Private leak identification, communication and repair
- Renewals of drinking water pipes

- Assessment and renewal of pressure control valves
- Increasing the speed and quality of repairs
- Fixing reservoir leaks

Given our budget constraints, it is most cost effective to focus on interventions that reduce water loss the most: reactive renewals in the network; pressure management; and private leak identification, communication and repair.

As a result of this work, we saw an estimated savings of 11 million litres per day on average during 2024/25.

### A focus on leak detection and repairs

In 2022/23, we stood up a regional water loss management team (RWL) and contracted dedicated crews to sweep the cities for leaks and repair those they found with the biggest impact. We have continued to optimise the way in which this team operates, including improving our back-office triage process, and "bundling" leaks by location, allowing our teams to be more efficient by fixing leaks in one area all at once, and reducing the disruptions to residents in the longer term.

A significant reduction in water loss was achieved this financial year, supported by increased council investment in leak detection and repair. Building on the progress of 2023/24, when 9,988 leaks were fixed, a further 9,363 leaks were repaired in 2024/25. As a result, the backlog of unresolved leaks dropped from 1,405 in July 2024 to 636 by June 2025.

Water loss is therefore on its way down as we continue to save water through fixing leaks. The overall 12-month average water loss on the public network for the 2024-25 financial year (30 June 2024 to 1 July 2025) was 5% less than the 12 months before, down to 27%.

Further demand reduction has been achieved through property owners fixing leaks on the private network and improved water efficiency efforts of both commercial and residential users. Water loss is now estimated at around 37% on average for the metropolitan public and private networks<sup>1</sup> combined.

While this is good news, fixing leaks is a reactive response and acts as a band-aid to a longer-term problem. Fixing leaks doesn't prevent new leaks from occurring or the backlog from rising if ongoing investment in leak repairs is not maintained. Increased and ongoing investment in drinking water pipe renewals is needed to prevent leaks occurring in the first instance. Investment in renewals remains below what is required to address ongoing deterioration of the water supply network and keep water loss under control in the future.

Securing a sustainable water supply for the region in the coming years will require significant investment as part of our KRA strategy to:

- **Keep** more water in the pipes through increased pipe renewals and leak repairs,
- **Reduce** demand through installing residential water meters, and
- **Add** additional untreated water storage to allow more harvesting of water in the winter months.

<sup>1</sup> Figure includes estimated public losses (32%) as well as private losses (9%) of total water produced.

### Securing the future water supply

Monitoring water use and making short-term improvements to mitigate risk is only one part of our planning. We must also invest in long-term solutions that both reduce demand and increase supply as we prepare for additional growth in the region. A coordinated, region-wide approach including residential metering, increased investment in leak detection and repair and building additional storage lakes will help ensure the Wellington region achieves a sustainable water supply for the future.



32 Wellington Water Annual Report

### Metering programme

The installation of residential water meters and implementing volumetric charging across the metro Wellington region by mid-2031, is a critical demand management tool to drive sustainable water use and assist the reduction of water lost to leaks/ non-revenue use. To this end, the Wellington Water Committee requested that Wellington Water work with shareholders to produce a single integrated water meter implementation plan across the shareholding Councils.

Last year, we established a metering programme in-house and have agreed on a joint working model with council officers to enable an integrated regional approach to implementation, which will allow us to roll out the programme more efficiently and effectively.

The target for 2024/25 was for a single integrated implementation plan and procurement strategy in place, and a detailed business case completed. As part of establishing the programme foundations, concept design and technical capabilities have been proven. The business case (known as the Water Demand Programme Business Case) is still in progress to

ensure alignment with the recently released Water Services Delivery Plan (WSDP), Local Water Done Well (LWDW) legislation change and the establishment of Metro Water. This business case will outline the options for the overall implementation of metering and organisational changes which will be required to support the new function. Defining the procurement requirements, understanding the implementation and roll out costs and working closely with the delivery Capital Delivery team are the focus for 2025.

**It is the aspiration that water meter enabling works, where funded to do so, will commence in the 2025/ 2026 financial year for HCC.**

## Case Study - Strengthening Wellington CBD's wastewater network

The Wellington CBD wastewater programme is one of the most significant programmes of work we have continued in this financial year. This has seen Wellington City Council invest in the upgrade, renewal and reconfiguration of part of the wastewater rising main and pump station network in the city centre through two main pieces of work during this period.

Work on the new Taranaki Street rising main, which began in August 2023, was completed in December 2024, four months ahead of schedule. The 900-metre pipe provides critical extra capacity and resilience in the network. It enables wastewater to be diverted to the main interceptor to Moa Point Wastewater Treatment Plant and ensures that if there is work required on the network due to blockages or leaks, flows can be maintained via alternative routes.

A combination of open trenching and trenchless pipelaying technology was used to install the new pipe, including drilling beneath key intersections in the CBD. This approach reduced traffic disruption, shortened the construction programme, and minimised contaminated waste sent to landfill.

The Wakefield Street Rising Main – Stage 2 was completed two months ahead of schedule and under budget. It now connects the Oriental Parade rising main with the new Taranaki Street rising



main, further improving capacity and operational resilience in the CBD's network.

During the final stages of work in July 2024, a leaking valve, likely in service since the late 1960s, was discovered at the Wakefield Street/ Kent Terrace intersection during a response to a wastewater overflow at Chaffers Marina. The team incorporated required repairs into the existing project schedule, avoiding remobilisation costs. Temporary diversions and overground pipework

at Waitangi Park, as well as the newly completed Taranaki Street Rising Main, allowed the repair to be completed while maintaining network operation.

Both projects represent a major step forward in preparing Wellington's wastewater system for growth and infrastructure renewal. With three of six major CBD wastewater projects now complete, the programme is on track to deliver a more resilient, adaptable, and environmentally responsible network for the capital.

## Case Study - Increasing capacity of Te Mārua Water Treatment Plant

The Te Mārua Water Treatment Plant is a critical infrastructure asset to the region, supplying approximately half of the region's drinking water supply. To support future growth and reduce the risk of an acute water shortage during summer, upgrades to the Te Mārua Water Treatment Plant have been under construction since February 2023. Greater Wellington Regional Council brought forward investment into these upgrades following the heightened risk of an acute water shortage and tighter restrictions last summer. This has enabled Wellington Water to complete the first two stages of the upgrades ahead of time, allowing the plant to treat and supply an additional 20 million litres of drinking water per day (MLD). This significantly reduced the risk of tighter water restrictions in the summer of 2024/25.

The final stage to commission the new Dissolved Air Flotation (DAF) plant was completed in June 2025, increasing the Plant's capacity from 80 MLD before the project to 120 MLD over a day, with instantaneous flows up to 140 MLD. This enables the Plant to supply more water to meet peak daily demand and reduce the risk of an acute water shortage. The project is part of a larger long-term bulk water infrastructure investment programme, which includes drinking water pipe renewals, fixing leaks, and other key infrastructure projects.



## Managing the region's wastewater

This year we treated 65.4 billion litres of wastewater at eight wastewater treatment plants across Wellington and South Wairarapa.

This water, once treated, gets safely discharged into the environment. Issues at the wastewater treatment plants over the past few years mean that, on occasion, we haven't been able to meet the levels of service that our communities expect and have at times exceeded resource consent limits.

### Metropolitan Wastewater Treatment Plant Performance

Compliance has been an ongoing challenge for each of our wastewater treatment plants during the calendar year. Most of these issues relate to asset condition and a lack of redundancy at the treatment plants.

A summary list of enforcement actions taken by the regulator is below, for each treatment plant. Full details for each of these enforcement actions can be found on our website [here](#).

### Enforcement actions – 2024/25

Location	Abatement notices	Infringement notices	Enforcement orders	Convictions
<b>Metropolitan Wellington</b>				
Moa Point	1	2	-	-
Western	-	-	-	-
Porirua	1	2	-	-
Seaview	2	2	-	-
<b>South Wairarapa</b>				
Martinborough	1	1	-	-
Featherston	-	1	-	-
<b>Total</b>	<b>6</b>	<b>8</b>	<b>-</b>	<b>-</b>

### Reviewing our contract with Veolia

While long-term investment from councils to renew aging assets at the metropolitan wastewater treatment plants is needed to ensure we can reliably maintain compliance, we must also ensure that we are operating these assets to the best of our ability.

Wellington Water contracts Veolia to operate the wastewater treatment plants in the metropolitan Wellington region.

Over the past few years, we have seen ongoing compliance issues across the treatment plants and we have been on a joint journey with Veolia to improve the management and operations of the plants.

In 2024, we reviewed our operating model with Veolia which highlighted some key areas of improvement

for both parties. This year, as part of our approach to better contract management, we decided to have another look at the contract performance. Our aim was to test if we are on the right path and to identify other areas of improvement that could help bring the wastewater treatment plants back into compliance.

### Looking after existing infrastructure

This year, we delivered \$248.5 million worth of capital projects which focused on upgrades, improvements, and building new water infrastructure across the region. This was \$115 million less than anticipated for a number of reasons, including estimation issues and the pause to reset the procurement process to meet new value for money goals.

### Renewing Pipes

In total, our councils' networks contain over 7,000 kilometres of pipe. We estimate that councils need to be replacing an average of 100km of the network every year in order to keep it operating smoothly.

### Renewing our region's assets

Repairing aging infrastructure is not a sustainable long-term solution. Aging infrastructure is more expensive to maintain and operate than building new assets that work efficiently. Without more funding for renewals, we are struggling to deliver our stated priorities to achieve sustainable water supply and demand and improve environmental water quality.

Our shareholding councils collectively own three waters infrastructure with a replacement value upwards of \$17.6 billion. Maintaining or replacing this infrastructure is the largest contributor to our capital programme, with 55% of the capital programme (\$137.2 million) being spent on renewing infrastructure.

This is substantially below the level of renewals that are required to effectively maintain the network and results in assets becoming older and in worse condition each year.

A key constraint that we have been addressing is our ability to deliver on our councils' renewals programme, as deliverability was a key concern for our councils during the 2021-24 Long-Term Plans.

### Renewing Pipes

In total, our councils' networks contain over 7,000 kilometres of pipe. We estimate that councils need to be replacing an average of 100km of the network every year in order to keep it operating smoothly.

This year, we completed 13.1 kilometres of pipe renewals across the region. This was around 40% more than targeted for 2024/25 but less than in previous

years. Pipe renewals in the next three-year period of the Long-Term Plan are dropping as the focus shifts to renewing ageing infrastructure in our water and wastewater treatment plants.

### Renewing other assets

Wellington Water operates four water treatment plants in the metropolitan Wellington area, as well as four water treatment plants and four wastewater treatment plants in South Wairarapa. Metropolitan wastewater treatment plants are operated by Veolia.

These plants comprise thousands of individual assets that work together to deliver safe drinking water and treat the region's wastewater. Renewing these assets is critical to ensuring the plants can design as operated, and underinvestment in renewals has contributed to increasing performance issues at these plants over time.

**We delivered a total of \$5.2m of renewals at plants operated by Wellington Water this year, up from less than \$1m two years ago, with an additional \$18.9m of renewals at metropolitan wastewater treatment plants operated by Veolia.**

To facilitate this, in 2023/24 we established a treatment plant capital programme team to enable us to better manage the increased funding from our councils in improving the performance of the plants. This team continues to help us to manage the investment at these plants (in both renewals and new equipment) which was \$66.3m in 2024/25.

### Delivering Major Projects

A water network is made up of a mix of various assets, such as bridges, reservoirs and treatment plants. Many of these assets are complex, expensive and bespoke, requiring novel engineering solutions. This means that constructing this infrastructure is complex and time-consuming, with projects that can take up to a decade from design to completion.

We have a number of significant Major Projects in construction, which made up \$160m of our capital programme this year.

Key achievements for 2024/25 included:

- Completing the Te Mārua Water Treatment Plant Capacity upgrade. (See case study page 34)
- Closing out the Taranaki Street Rising Main ahead of schedule and constructed the latter stage of Wakefield Rising main. (See case study page 33)
- Substantially progressing the construction of a new wastewater storage facility in central Porirua. (See case study page 38)
- The final construction stages of the Whakawhirinaki Silverstream Water Bridge and Shared Path, and the Kaitoke W Pipe Bridge were completed.

Information on these and other projects can be found [on our website](#), which is regularly updated with project progress.

## Case Study - Porirua Central Wastewater Storage Facility

Over the past financial year, significant progress has been made on the Porirua Central Wastewater Storage Facility, a key project we've led on behalf of Porirua City Council to reduce wet weather overflows into Te Awarua-o-Porirua Harbour.

The facility will store up to 7 million litres of wastewater at capacity, holding it temporarily until it can be pumped to the Porirua Wastewater Treatment Plant for processing. This will reduce the frequency and volume of overflows during heavy rain, improving water quality and protecting the health of our communities.

Between July 2024 and July 2025, construction of the 70m long x 20m wide x 5m high concrete tank was substantially completed, the pump station wet well, and building was constructed and 650m (of 850m) wastewater pipeline was laid.

Landscaping and site integration planning have progressed at the same time, ensuring the facility blends with its surroundings and that we are leaving the local environment in a better state than when works began.

When complete, the facility will be a critical part of a wider programme to improve the resilience and performance of Porirua's wastewater network, alongside pipe renewals and pump station upgrades. The project remains on track for completion in 2026, delivering long-term benefits for the harbour and the community.



### Maintaining existing assets

One of our core operational activities is conducting maintenance on our network to ensure it keeps functioning. We break out maintenance activities into two main categories: planned maintenance and reactive maintenance. Planned maintenance is critical as it is a cost-effective way of protecting and extending the life of assets in the region, while reactive maintenance is fixing (and not replacing) assets that have failed.

This year, we spent \$12.6m on planned maintenance, up from \$11.3m in 2023/24, while we spent \$48.2m on reactive maintenance (up from \$39.9m). This was driven by our Councils' increased funding into fixing leaks and reducing the leaks backlog, which has helped to bring down the immediate risk of water shortages.

This one-off surge in reactive maintenance funding also changed the ratio of planned to reactive maintenance – we're now spending 26 cents on planned maintenance for every dollar of unplanned maintenance (compared to 28 cents in 2023/4 and 38 cents in 2022/23).

Increasing the spending on planned maintenance is still critical to the efficient operation of the networks and will save costs in future years. We have set a long-term goal of increasing the proportion of funding that is dedicated to planned maintenance, as this is more financially sustainable for our council owners and ratepayers.

### Stormwater management

Stormwater is rainwater that runs off the land, including land that is covered by impervious surfaces such as roofs, roads, driveways, and footpaths. Stormwater runs over land either directly, or through pipes and drains, to our natural waterways and harbours.

Wellington Water manages stormwater on behalf of five client councils; Wellington City Council (WCC), Hutt City Council (HCC), Upper Hutt City Council (UHCC), Porirua City Council (PCC), and South Wairarapa District Council (SWDC). This includes the management of stormwater infrastructure, overland flow paths and stormwater flood risk, plus stormwater water quality.

#### Stormwater water infrastructure

Currently, Wellington Water is responsible for shareholding Council-owned and public, built stormwater assets, including where these are located on private land. These assets include:

- Pipes
- Pump stations
- Attenuation devices
- Inlets (including on private land)
- Outlets (including on private land)
- Urban water races (for SWDC only)

In 2024/25, Wellington Water spent \$9.4 million on repairs and maintenance of stormwater infrastructure on behalf of Councils. This included:

- **\$2.54m of planned maintenance (27%),**
- **\$3.08m of reactive maintenance (33%),**
- **\$2.04m on staff salaries and support (22%)**
- **\$1.30m on planning and compliance costs (14%)**
- **\$0.43 m on investigations (5%)**

#### Land development

Where developers or other external parties are proposing changes that affect the stormwater network, flood risk or stormwater discharges, Wellington Water is responsible for ensuring they meet planning requirements and don't have negative impacts on the wider network. These activities can be split into three main work programmes:

- Managing new connections and disconnections to the stormwater network;
- Providing advice to Client Councils around new developments in relation to stormwater; and
- Providing support and advice to developers around stormwater and flooding.

### Flood management

Wellington Water has a comprehensive programme of modelling and mapping flood risk across the entire Wellington metropolitan region. We complete flood modelling and maps as part of our regular service delivery to councils, updating them as required.

This means, where new developments require a resource consent or bylaw approval, we support our Client Councils to set conditions for servicing the site and review and approve proposals to ensure they meet the required conditions. We follow this up by assessing their detailed design plans and undertaking inspections during the construction phase.

During 2024/25 Wellington Water:

- Provided support to a wide range of customers regarding connections to the stormwater network, buildings near or over stormwater mains, stormwater neutrality tanks, and floor levels in flood hazard areas;
- Supported Porirua City Council with the Fast-track application for Plimmerton Farms to ensure that water quality, flood hazard risks and streams weren't adversely affected;
- Worked closely with Hutt City Council regarding the public roll out of new flood map information and the impact on landowners; and
- Supported Wellington City Council with developing a plan change relating to stormwater management.

### Issue management

When stormwater issues arise, Wellington Water have two main work programmes to investigate these and identify options to mitigate. These look at:

1. **Operational issues** - that affect the operation of the stormwater network. These typically arise after a rain event but can also be initially identified through routine inspections and customer complaints.

2. **Network issues** - that affect the performance of the stormwater network. These are identified and investigated by Wellington Water and come from a range of sources, including persistent customer complaints or flooding, or proposed changes to the network from predicted growth or significant development. Once issues have been investigated and the root-cause understood, options to mitigate are developed and costed. This then feeds into Wellington Water's Investment Planning process.

### Stormwater network maintenance

To support the management of stormwater, Wellington Water completes a range of operational and maintenance activities to keep everything running day to day and ensure the ongoing operation of the stormwater network. This falls into two main work programmes:

- Routine Inspections and Maintenance
- Managing and Responding to Customer Issues

Wellington Water also delivers a programme of reactive inspections and maintenance to deal with issues. This includes:

- Responding to customer complaints
- Root clearance
- Clearing blockages
- Completing minor repairs of the infrastructure
- Investigating overland flow paths where these are causing issues

In addition, Wellington Water contributes to the maintenance of some watercourses, as identified in the Watercourses Agreement between each Local Authority and the Greater Wellington Regional Council (GWRC). GWRC is responsible for the maintenance work on sections of rivers and streams and works with councils, roading authorities, private landowners and Wellington Water on these maintenance issues.

### Flood management

Flooding is one of the major natural hazards in our region. Damage caused by flooding events has a significant impact on property owners and the community. The impact is not only economic, but social, emotional and in some locations life-threatening.

Wellington Water manages the risk from flooding in Wellington and to improve the flood resilience of our communities. To help understand these risks and plan for the future, we've developed computer models of the likely impact of extreme rainfall. These models show areas where there is a 1% possibility of flooding occurring in any given year (known as a one in 100-year flood risk), as well as where there is a 10% possibility of flooding occurring in any given year (known as a one in 10-year flood risk).

Wellington Water has a comprehensive programme of modelling and mapping flood risk across the entire Wellington metropolitan region. We complete flood modelling and maps as part of our regular service delivery to councils, updating them as required. These maps go on to inform councils' District Plans and LIM reports.

During 2024/25, Wellington Water engaged with the community on its flood mapping programme in both South Wairarapa and Porirua. This included:

- partnering with Greater Wellington Regional Council to confirm with the Featherston community that the flood maps matched their experience of river and stormwater flooding in their area; and
- going out to communities in Aotea and Whitby through a series of community drop-in events to validate our near-final flood maps of these suburbs.

Both these engagements demonstrated that flood risk is being more widely understood by homeowners, local residents and ratepayers.

### Stormwater and Water Reform

The Local Government (Water Services) Bill became law on 26 August 2025. It provides a new approach to the management of stormwater services. Councils will retain responsibility for ensuring that stormwater services are provided in their district, but they can choose to transfer the provision of all or some aspects of stormwater services.

The Bill also seeks to align the process for establishing environmental performance standards for wastewater and stormwater with the existing framework used for drinking water standards. These standards will be made through regulations, on the recommendation of the Minister of Local Government, and stormwater network operators will have to comply with these standards by obtaining resource consents. Consent authorities (e.g. regional governments) will monitor

compliance with these national standards as part of their monitoring of resource consents.

New planning and regulatory tools to manage risks and hazards that may affect the operation of critical stormwater network infrastructure – stormwater network risk management plans and stormwater network bylaws – are also proposed in the Bill. These new tools will set out landowners' duties, improve flood risk information, help councils target operational

activities to protect critical stormwater network assets, and support actions to identify how risk to the network and community can be managed.

Decisions about the establishment of Metro Water will include stormwater management by the new entity and the regulatory settings to align land use planning, stormwater services and infrastructure investment for the Wellington region.



## Net-Zero Carbon 2050

The Climate Change Response (Zero Carbon) Amendment Act sets New Zealand's goal of net zero carbon emissions by 2050. Most of our owner councils have declared climate change emergencies and are setting or considering emission reduction targets and climate change response strategies.

Water services are highly climate-dependent, so our response to climate change needs to include both mitigation (reducing our emissions) and adaptation (managing the impacts of climate change) activities.

Operationally, the services generate emissions through activities such as electricity and gas consumption (pumping, biosolids drying, etc.), the wastewater treatment process, and the disposal of wastewater biosolids (sludge) to landfill. The development of the Moa Pt SMF project (by Wellington City Council) and the change to electrical heating from natural gas in the Seaview dryer replacement project will both result in material emissions reductions once complete. Emissions also result from our capital programme (through their use of concrete, steel, etc.) and we have made tools available to our design and delivery teams to enable lower-carbon options to be considered.

## Adapting to the impacts of climate change

Climate change in the Wellington region is expected to include increased weather variability (such as more hot days and changes in rainfall patterns including more extreme rainfall events) and sea level rise, with resulting impacts on all three waters.

Our drinking water supply modelling for the metro region utilises the latest, and regional-specific climate data, our stormwater modelling considers climate change scenarios, and we have expanded our water supply model to include wastewater as an input to our strategic planning for the Hutt Valley wastewater system. We also support councils with their community engagement on stormwater flooding risks and climate change impacts on request.

## A focus on core services

#	Measure	Target	2023/24	2024/25	Commentary
3	Compliance with Drinking Water Quality Assurance Rules (Treatment) in Metro Wellington	Compliant monthly (12/12 months compliant)	Not Compliant	Not compliant	The Waterloo Water Treatment Plant is non-compliant with the new Drinking Water Quality Assurance rules due to insufficient contact time with chlorine for water for approximately 800 households. Funding has been provided by Hutt City Council in their Long-Term Plan to address this issue, and the water remains safe to drink
4	Compliance with Drinking Water Quality Assurance Rules (Treatment) in South Wairarapa	Compliant monthly (12/12 months compliant)	Not Compliant	Compliant	All SWDC WTP are currently compliant with the DWQAR treatment Rules .
5	Metropolitan Wastewater Treatment Plants will receive no abatement notices, infringement notices, enforcement orders or convictions for breaches of consent in the relevant financial year	Achieved	Not Achieved (2 abatement notices and 30 infringement notices)	Not Achieved (6 abatement notices and 6 infringement notices)	Compliance has been an ongoing challenge for each of our wastewater treatment plants during the calendar year. Most of these issues relate to asset condition and a lack of redundancy at the treatment plants.
6	SWDC Wastewater Treatment Plants will receive no abatement notices, infringement notices, enforcement orders or convictions for breaches of consent in the relevant financial year	Achieved	Achieved	Not achieved	Issues at the wastewater treatment plants over the past few years mean that, on occasion, we haven't been able to meet the levels of service that our communities expect and have at times exceeded resource consent limits.
7	Percentage of planned pipe replacement/ renewals completed	New measure 9.1 km = 100%	N/A	13.1km = 144%	This means we exceeded the annual pipe replacement and renewal target by 44% due to additional investment by Councils on pipeline renewals.
8	Total capital delivery is within the capital range	Delivery between \$297m and \$347m	\$329m	\$248.5m	This was \$115 million less than anticipated for a number of reasons, including estimation issues and the pause to reset the procurement process to meet new value for money goals.

**A focus on core services (continued)**

#	Measure	Target	2023/24	2024/25	Commentary
14	Wellington Water and councils are not required to implement Level 4 Water Restrictions	Achieved	N/A - New measure for 2024/25	Achieved	Level 2 water restrictions implemented in Martinborough, Featherston and Greytown in February 2025.  Level 1 water restrictions were implemented in Upper Hutt, Hutt, Wellington and Porirua Cities during daylight saving 2024/25.
15	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.	N/A - New measure for 2024/25	Not achieved	Concept design and technical design has been completed. The business case (Water Demand Programme Business Case) is being finalised in light of the Water Services Delivery Plan to be released.

## Maintaining a fit for purpose organisation

Last year we commissioned several reviews, in response to concerns our new Chief Executive and senior leaders 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 have started implementing the improvements needed to the way we operate.

This agenda of improvement will however have to happen during a period of major change for water services delivery from the implementation of Government's Local Water Done Well policy. This policy will see Wellington Water transition into a new water services entity, with significant impacts on our staff and operations. As part of preparing for transition we have initiated a new investment programme in our technology and systems: the Technology Systems Investment Programme.

During this period of change we will also need to ensure that we maintain our recent focus on improving our Health Safety, and Wellbeing outcomes.

## Ensuring we are ready for water reform transition

In September 2024, the Local Government (Water Services Preliminary Arrangements) Act was passed into law. It established the 'Local Water Done Well' framework and the preliminary arrangements for the new water services system. These included a requirement that all councils were to develop water services delivery plans for submission to the Secretary for Local Government for approval by 3 September 2025. These plans were to contain baseline information about how councils propose to deliver, fund and price water services.

In December 2024, the government introduced the Local Government (Water Services) Bill in Parliament, and this was passed into law in August 2025. The Act is designed to facilitate the Government's Local Water Done Well policy, and it established a new regulatory framework for water services delivery. This framework provides for:

- A new economic regulation regime providing consumer protection for water supply and wastewater services, with the potential to include stormwater services at a later date;
- Changes to the water quality regulatory framework and to Taumata Arowai;
- Environmental performance standards and infrastructure design solutions that streamline consenting processes for wastewater and stormwater infrastructure; and
- A compliance and enforcement regime, including offences and penalties.

The Act also provides councils with structural options to choose from for delivering water services, and these were the focus of the community consultation processes undertaken during April 2025.

In June 2025, our metro councils (Lower Hutt, Upper Hutt, Porirua, and Wellington) and the Greater Wellington Regional Council advised they had a mandate for establishing a new regional council-controlled organisation (CCO) to take ownership of the water infrastructure assets and responsibility for delivery of water services from Wellington Water. Whereas South Wairarapa District Council advised that it had a mandate to explore setting up a new CCO with Carterton, Masterton and Tararua District Councils. This is commonly known as the "Wai + T" model. Establishing these proposed CCOs will be included in the respective Water Service Delivery Plans being developed.

### Working with the establishment teams

As with the earlier water reform process, Wellington Water's role is to provide input and support for our councils to help them make good decisions and set up the region for success moving forward.

**We are working closely with the Metro Water establishment team on the impacts on Wellington Water and supporting them to ensure that the transition (of staff, systems, processes, etc) goes as smoothly as possible.**

We are also working with a transition team at South Wairarapa District Council that is setting up a new Wai + T CCO with Carterton, Masterton and Tararua district councils. The first part of the transition occurred on 1 July 2025, with capital renewals and capital projects being removed from the Management Services Agreement between Wellington Water and SWDC, and this work was handed back to the council.

There is a large amount of work required during 2025/26 to transfer water services delivery from Wellington Water to Metro Water and Wai + T. Within Wellington Water, we are building our capability to manage this work and respond to requests from councils and the establishment team. As a start, a Head of Transformation role has been created at Wellington Water to provide strategic leadership to the Metro Water transition work. To help with the transition to Wai + T, SWDC has created a new transition leadership role that is embedded within Wellington Water to oversee the planning and strategy of the move.

## Ensuring our people are ready

The new Metro Water CCO will have new governance and ownership arrangements, new leadership and new strategic direction that will distinguish it from Wellington Water.

To ensure ongoing service delivery and to retain expertise and experience, it is the intent of councils that the new organisation will absorb Wellington Water staff and structures at tier 3 and below, with a guaranteed job transition pathway.

The details of the transfer of employees will be finalised during the transition period following the establishment of the Metro Water Board of Directors and recruitment of the interim Chief Executive. This transfer will be guided by the provisions of the new Local Government (Water Services) Act 2025.

## Technology Systems Investment Programme

Significant investment is needed in Wellington Water's technology systems to resolve current issues and risks and ensure effective and efficient operations, asset management, and reporting on activity. This large programme of work, known as the Technology Systems Investment (TSI) Programme, is necessary because Wellington Water has not made significant investments in technology for several years as the previous government's Affordable Water Reform programme was delivering a full new technology environment for the planned new water entities. In addition, we do not own many of the technology systems we rely on a day-to-day basis. This is in the context of the organisation experiencing significant growth in its activity resulting in an aging technology environment that is no longer fit for purpose.

As noted above, during 2024/25 the Greater Wellington Regional Council decided to seek a mandate to provide the funding needed for the Technology Systems Investment (TSI) programme in 2025/26.

The TSI programme is critical to getting the core essential technology systems that every water utility needs. The programme scope covers technology platforms for information management, construction project management, asset management, finance, customer management, and health & safety.

Towards the end of the financial year, Wellington Water began the programme's procurement phase and work was undertaken to identify the material we need to take to the open market and select the right systems. We will be taking an iterative approach to delivering the systems needed, which means that we will secure the basics we need first and then add additional features over time.

All of these new systems will have a significant business change component. As we embed new core systems into Wellington Water, we will be adjusting our business processes to work with the systems, rolling out a programme of training for each new system and providing guidance on procedures and policies for use. The full roll out of the TSI Programme is expected to take three years and start in 2026.

## Health, Safety and Wellbeing

Health, Safety, and Wellbeing is a priority for Wellington Water as we continue to improve our health and safety culture, systems, processes, and practices to help protect our people from harm. We believe in People First, Every Time.

### Keeping our people safe

There continues to be a downward trend in the number of incident reports across the organisation (when normalised for hours worked) and there were no serious injuries within Wellington Water in 2024/25. The Network Maintenance Team exceeded its health and safety KPIs and is one of the top performers across all of Fulton Hogan. This is a significant turnaround from three years ago where the Alliance was generating significant health and safety concern within Fulton Hogan.

Unfortunately, there were a few significant health and safety incidents at the wastewater treatment plants run by Veolia on Wellington Water's behalf during the year. Investigations into these incidents has led to corrective actions being implemented to prevent any recurrence which Wellington Water closely monitored.

### A focus on wellbeing

This year we have increased our focus on worker wellbeing by:

- Establishing Health and Safety committees for all Wellington Water business groups. These committees meet regularly and feed issues into an organisation-wide Health and Safety committee that meets quarterly.
- Developing and promulgating an updated Stakeholder Health and Safety Incident Notification Matrix which sets out how serious health and safety incidents will be escalated internally and externally, including to the Board and councils.
- Developing and gaining Board approval for the 2025 – 2029 Health, Safety, and Wellbeing Strategy. Implementing this strategy will support the growth in critical systems and the maturity for our health and safety processes.
- Establishing a Critical Risk and Systems Specialist role, to be recruited in 2025/26. This specialist will have responsibility for developing the critical risk, supply chain management, and technology system aspects of the Health, Safety, and Wellbeing Strategy.

### Hydrogen sulphide exposure concerns

Concerns have been raised from Wellington City Council, Greater Wellington City Council, and from Veolia workers that levels of hydrogen sulphide at the Moa Point Wastewater Treatment Plant and the Carey's Gully Sludge Dewatering Plan may be hazardous. There

has been no evidence to indicate that exposure levels are hazardous, and Wellington Water is working with Veolia to ensure that adequate controls are in place.

### Traffic management

Wellington Water is one of the most significant users of temporary traffic management across the Wellington region, with multiple traffic management sites in operation daily. There are significant changes happening to the way that temporary traffic management occurs in New Zealand with a new risk-based New Zealand Guide to Temporary Traffic Management (NZGTTM) replacing the largely prescriptive Code of Practice for Temporary Traffic Management. It is intended that this change in approach will ensure better alignment between organisations' obligations under the Health and Safety at Work Act, and the way that the risks of traffic are managed.

The region's utilities (Wellington Water, PowerCo (natural gas), and Wellington Electricity) are working together towards the implementation of NZGTTM. By utilising our combined influence, we will bring along with us many of the region's contractors that are currently working within the road corridor. We are also using our joint influence in pursuit of consistency across the region's Road Controlling Authorities (RCAs). Currently RCAs (like NZTA, Wellington City Council, Hutt City Council, Upper Hutt City Council, Porirua City Council, and South Wairarapa District Council) each apply different standards to traffic management. This joint approach by the region's utilities has been received positively by RCAs as they also see the benefits that come from regional consistency.

## Enhancing relationships with mana whenua

The Government has repealed parts of the Resource Management Act (RMA) concerned with freshwater management, including provisions related to Te Mana o te Wai. In addition, the Local Government (Water Services) Bill, which establishes the enduring settings for the new water services system, contains a change in approach to Te Mana o te Wai. Notwithstanding these legislative changes, Wellington Water continues to work with mana whenua, maintaining and enhancing our relationships.

During 2024/25, we sought to honour our agreements with Te Rūnanga o Toa Rangatira and Taranaki Whānui and ensure mana whenua priorities are incorporated into our operations. This included:

- Engaging with mana whenua iwi on:
  - Resource Management Act-related activity
  - Capital Delivery projects
  - On operational matters
- working with mana whenua iwi on strategic kaupapa, including the Smart Metering business case and Te Wai Ora a Porirua – Porirua Harbour Accord;
- working with mana whenua iwi CE in the recruitment of a new Wellington Water Tumuaki Māori;
- Working on new partnership agreements going forward from 1 July 2025; and

- Regular hui and capital project engagement and updates as BAU.

Given SWDC's decision not to join Metro Water, Wellington Water is now working on a smooth transition with the least amount of disruption to mana whenua iwi and our capital works projects.

**Wellington Water values our 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, recognising their connection to wai.**

## Single regional performance framework

Wellington Water's current performance measure framework and reporting requirements have grown organically as our practices have matured, and as a response to specific issues or events. This has resulted in different forms of performance measures being agreed and reported to individual councils that were often not consistent across our shareholding councils.

The 2024 Letter of Expectation from the Wellington Water Committee, requested that Wellington Water develop a single regional performance framework during 2024/2025. The framework was to be common across all six shareholders and would enable Wellington Water to demonstrate its performance in areas that are collectively important to our Shareholding Councils.

The framework was also to consider the likely longer-term performance information needs of any model used by councils in the future for the delivery of water services in the region.

A suite of core performance measures that satisfies the DIA, SOI and Council Long-Term Plan reporting requirements were identified in May 2025. These were supplemented by a range of other value-for-money, efficiency, and capability measures that could be included in a performance framework for the new water services entity.

A decision was subsequently made by the Wellington Water Board and the Wellington Water Committee not to implement the regional performance framework developed, and it is more appropriately provided as an artefact for any future water delivery model, due to systems, funding and resourcing constraints of implementation.



## Non-Financial Performance Statement of Intent (SOI) 2023-26 Results

A total of eight measures are achieved (green), while nine measures are not achieved for the year (red).

#	Measure	Target	2023/24	2024/25	Commentary
1	Customers rate their experience of our performance as 'Satisfied' or better	55%	70% June – Dec 54% Jan - July	Average July – Dec 2024 is 69%  Average Jan – June 2025 is 70%	Changing from phone to online surveys in early 2024 significantly impacted results. Average satisfaction dropped from 70% (June–Dec 2023, phone) to 54% (Jan–July 2024, online).  Since then, scores have steadily improved, averaging 69% from July–Dec 2024. The upward trend continued in 2025, with Jan–June averaging 70% - matching pre-change levels.
2	The level of fluoride leaving each Water Treatment Plant is within the Ministry of Health guidelines (0.7-1.0 parts per million) 95% or more of the time	Achieved at all plants	Te Mārua: 93.9%  Wainuiomata: 96.7%  Waterloo: 87.9%  Gear Island: 83%	Te Mārua: 98%  Wainuiomata: 98%  Waterloo: 95%  Gear Island: 97%	All plants met the target level of fluoride at least 95% of the time – average 97%.  In terms of average dosage, all plants were in the 0.80-0.84 parts per million range.
3	Compliance with Drinking Water Quality Assurance Rules (Treatment) in Metro Wellington	Compliant monthly (12/12 months compliant)	Not Compliant	Not compliant	The Waterloo Water Treatment Plant is non-compliant with the new Drinking Water Quality Assurance rules due to insufficient contact time with chlorine for water for approximately 800 households. Funding has been provided by Hutt City Council in their Long-Term Plan to address this issue, and the water remains safe to drink.
4	Compliance with Drinking Water Quality Assurance Rules (Treatment) in South Wairarapa	Compliant monthly (12/12 months compliant)	Not Compliant	Compliant	All SWDC WTP are currently compliant with the DWQAR treatment Rule.
5	Metropolitan Wastewater Treatment Plants will receive no abatement notices, infringement notices, enforcement orders or convictions for breaches of consent in the relevant financial year	Achieved	Not achieved (2 abatement notices 30 infringement notices)	Not Achieved (6 abatement notices and 6 infringement notices)	Compliance has been an ongoing challenge for each of our wastewater treatment plants during the calendar year. Most of these issues relate to asset condition and a lack of redundancy at the treatment plants.

## Non-Financial Performance Statement of Intent (SOI) 2023-26 Results (cont'd)

#	Measure	Target	2023/24	2024/25	Commentary
6	SWDC Wastewater Treatment Plants will receive no abatement notices, infringement notices, enforcement orders or convictions for breaches of consent in the relevant financial year	Achieved	Achieved NB This measure was about informing SWDC of risks of enforcement action not a measure about enforcement action.	Not achieved	Issues at the wastewater treatment plants over the past few years mean that, on occasion, we haven't been able to meet the levels of service that our communities expect and have at times exceeded resource consent limits.
7	Percentage of planned pipe replacement/renewals completed.	9.1 km = 100%	N/a - New measure for 2024/25	13.1km = 144%	This means we exceeded the annual pipe replacement and renewal target by 44% due to additional investment by Councils on pipeline renewals.
8	Total capital delivery is within the capital range	Delivery between \$297m and \$347m	\$329m	\$248.5m	This was \$115 million less than anticipated for a number of reasons, including estimation issues and the pause to reset the procurement process to meet new value for money goals.
9	Our overall staff engagement score remains stable or increases	Target Overall engagement > 60%	N/a - New Survey Format introduced in 2024/25	55%	A new staff engagement survey was conducted in July 2025, achieving a strong participation rate of 91%. The overall engagement score was 55%, representing a slight improvement over the previous 12-month average of 50.5% recorded using the former survey format.
10	Health and Safety critical risks will be reviewed, and improvements are implemented	Two or more	Two critical risk reviews completed	Two critical risk reviews completed	This year, Wellington Water held two reviews of critical health and safety risks: one on aggression and violence, and one on driving.
11	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 a strategy to give effect to Te Mana o te Wai	N/a - New measure for 2024/25	On hold	The government has repealed parts of the Resource Management Act (RMA) including provisions related to Te Mana o te Wai. In addition, the Local Government (Water Services) Bill contains a change in approach to Te Mana o te Wai. Wellington Water's work on the strategy to give effect to Te Mana o Te Wai has been put on hold.
12	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	N/a - New measure for 2024/25	On track	Engagement and collaboration with our mana whenua iwi partners continues to be a priority. This includes annual CE hui, regular BAU hui and strategic engagement with our key stakeholder managers.

## Non-Financial Performance Statement of Intent (SOI) 2023-26 Results (cont'd)

#	Measure	Target	2023/24	2024/25	Commentary
13	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 Rangitāne o Wairarapa	N/a - New measure for 2024/25	No longer achievable	SWDC voted not to join Metro Water .Therefore exploring partnership agreements with Rangitāne o Wairarapa and Ngāti Kahungunu ki Wairarapa Tāmaki nui-a-Rua are no longer feasible. We will continue to engage with mana whenua iwi in the Wairarapa for any operational matters until we both transition to our new water entities.
14	Wellington Water and councils are not required to implement Level 4 Water Restrictions	Achieved	N/a - New measure for 2024/25	Achieved	Level 2 water restrictions implemented in Martinborough, Featherston and Greytown in February 2025. Level 1 water restrictions were implemented in Upper Hutt, Hutt, Wellington and Porirua cities during daylight saving 2024/25.
15	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	N/a - New measure for 2024/25	Not achieved	All concept design and evidence base work completed, but the business case (Water Demand Programme Business Case) has still to be finalised. This business case will contain the Procurement Strategy and Plan.
16	Lead work with our shareholding councils to develop a single regional performance framework	Single regional performance framework in place for reporting from 1 July 2025	N/a - New measure for 2024/25	Work completed, but not implemented	An overarching framework was developed, and a comprehensive set of measures were developed. Wellington Water is, however, unable to implement new measures with existing systems, processes and people resources.
17	Review key contracting arrangements for maintenance and capital work	First review(s) completed and reported to Wellington Water Committee.  Agreed actions are implemented.	N/a - New measure for 2024/25	Achieved	AECOM review provided to Wellington Water Board in February 2025 and Wellington Water Committee in March 2025.  Procurement policy has been reviewed and updated off the back the review. It now requires an open tender process for all works over \$100,000 (for both capex and opex).  Revised contractor and consultant panel agreements have also been adopted.

## DIA Tables

The following tables provide results of Department of Internal Affairs mandatory measures for all councils. More detailed information is available from each council's website, reported in their annual reports.

Significant changes to the rules that govern how Wellington Water measures and reports on the safety of drinking water (measures 1A-C below) were promulgated as secondary legislation to the Water Services Act 2021 in November 2022. These rules were set by the Water Services Authority - Taumata Arowai (the national regulator for water services) and they came into effect in August 2024 after councils had developed their most recent long-term plans.

In June 2025, the Department of Internal Affairs issued guidance on how to align the reporting of the safety of drinking water measures with these new rules for 2024/25 annual reports. This was by using a new methodology for calculating the safety of drinking water performance measures. The safety of drinking water measures report below are consistent with this guidance and have been developed using this aggregate compliance methodology.

## Greater Wellington Regional Council

### Bulk water Supply

#	Performance Measure	Target	2023/24	2024/25
1A	The extent to which the local authority's drinking water supply complies with the T3 bacterial rules (previously part 4 of the drinking-water standards -bacteria compliance criteria)	All Met (100%)	Non-compliant	Almost Met (97.9%)
1B	The extent to which the local authority's drinking water supply complies with T3 protozoal rules (previously part 5 of the drinking-water standards - protozoal compliance criteria)	All Met (100%)	Non-compliant	All Met (100%)
1C	The extent to which the local authority's drinking water supply complies with D3.29 microbiological monitoring rule	All Met (100%)	N/A	All Met (100%)
2	The percentage of real water loss from the local authority's networked reticulation system	+/- 0.25%	0.04%	0.10%
3A	Median response time to attend urgent call-outs	<90 mins	N/A – No events	N/A – No events
3B	Median response time to resolve urgent call-outs	<8 hours	N/A – No events	N/A – No events
3C	Median response time to attend non-urgent call-outs	<72 hours	N/A – No events	N/A – No events
3D	Median response time to resolve non-urgent call-outs	<20 days	N/A – No events	N/A – No events
4	The total number of complaints received about drinking water taste, clarity, odour, water pressure or flow, continuity of supply or the response to any of these issues; expressed per 1000 connections	<0.2	0	0
5	Average consumption of drinking water per day per resident	<375L	409L	371L

## Hutt City Council

### Water Supply

#	Performance Measure	Target	2023/24	2024/25
1A	The extent to which the local authority's drinking water supply complies with the T3 bacterial rules (previously part 4 of the drinking-water standards -bacteria compliance criteria)	All Met (100%)	Non-compliant	Partially Met (91.67%)
1B	The extent to which the local authority's drinking water supply complies with T3 protozoal rules (previously part 5 of the drinking-water standards - protozoal compliance criteria)	All Met (100%)	Non-compliant	All Met (100%)
1C	The extent to which the local authority's drinking water supply complies with D3.29 microbiological monitoring rule	All Met (100%)	N/A	All Met (100%)
2	The percentage of real water loss from the local authority's networked reticulation system	<=20%	35%	30%
3A	Median response time to attend urgent call-outs	<=90 mins	101 mins	46 mins
3B	Median response time to resolve urgent call-outs	<8 hours	4.6 hours	2.6 hours
3C	Median response time to attend non-urgent call-outs	<72 hours	191 hours	28 hours
3D	Median response time to resolve non-urgent call-outs	<= 20 working days	16 working days	3 working days
4	The total number of complaints received about drinking water taste, clarity, odour, water pressure or flow, continuity of supply or the response to any of these issues; expressed per 1000 connections	<=20	31.7	26.2
5	Average consumption of drinking water per day per resident	<385L	422	374L

## Hutt City Council

### Wastewater

#	Performance Measure	Target	2023/24	2024/25
1	The number of dry weather sewerage overflows from the territorial authority's sewerage system, expressed per 1000 connections	<20	1.7	2.3
2A	Number of abatement notices received in relation to the resource consents for discharge from sewerage systems	0	0	2
2B	Number of infringement notices received in relation to the resource consents for discharge from sewerage systems	0	15	2
2C	Number of enforcement orders received in relation to the resource consents for discharge from sewerage systems	0	0	0
2D	Number of successful prosecutions in relation to the resource consents for discharge from sewerage systems	0	0	0
3A	Median response time to attend a sewage overflow resulting from a blockage or other fault in the sewerage system	<= 90 mins	159 mins	81 mins
3B	Median response time to resolve a sewage overflow resulting from a blockage or other fault in the sewerage system	<= 8 hours	12.4 hours	5.15 hours
4	The total number of complaints received about sewerage odour, sewerage system faults, sewerage system blockages and the response to any of these issues; expressed per 1000 connections	<=30	24.1	28.5

## Hutt City Council

### Stormwater

#	Performance Measure	Target	2023/24	2024/25
1A	The number of flooding events that occurred throughout the year	<=2	0	0
1B	For each flooding event, the number of habitable floors affected; expressed per 1000 connections	<0.24	N/A – No flooding events	N/A – No flooding events
2A	Number of abatement notices received in relation to the resource consents for discharge from stormwater systems	0	0	0
2B	Number of infringement notices received in relation to the resource consents for discharge from stormwater systems	0	0	0
2C	Number of enforcement orders received in relation to the resource consents for discharge from stormwater systems	0	0	0
2D	Number of successful prosecutions in relation to the resource consents for discharge from stormwater systems	0	0	0
3	Median response time to attend a flooding event	<=8 hours	N/A – No flooding events	N/A – No flooding events
4	The number of complaints received by a territorial authority about the performance of its stormwater system, expressed per 1000 connections	<=20	8.5	14.9

## Porirua City Council

### Water Supply

#	Performance Measure	Target	2023/24	2024/25
1A	The extent to which the local authority's drinking water supply complies with the T3 bacterial rules (previously part 4 of the drinking-water standards -bacteria compliance criteria)	All Met (100%)	Compliant	All Met (100%)
1B	The extent to which the local authority's drinking water supply complies with T3 protozoal rules (previously part 5 of the drinking-water standards - protozoal compliance criteria)	All Met (100%)	Compliant	All Met (100%)
1C	The extent to which the local authority's drinking water supply complies with D3.29 microbiological monitoring rule	All Met (100%)	N/A	All Met (100%)
2	The percentage of real water loss from the local authority's networked reticulation system*	<20%	30%	27%
3A	Median response time to attend urgent call-outs	<90 mins	86 mins	64 mins
3B	Median response time to resolve urgent call-outs	<8 hours	2.9 hours	2.9 hours
3C	Median response time to attend non-urgent call-outs	<20 days	7 days	2 days
3D	Median response time to resolve non-urgent call-outs	<20 days	14 days	8 days
4	The total number of complaints received about drinking water taste, clarity, odour, water pressure or flow, continuity of supply or the response to any of these issues; expressed per 1000 connections	<20	22.2	24.1
5	Average consumption of drinking water per day per resident	<320L	329L	308L

## Porirua City Council

### Wastewater

#	Performance Measure	Target	2023/24	2024/25
1	The number of dry weather sewerage overflows from the territorial authority's sewerage system, expressed per 1000 connections	<20	4.9	6.7
2A	Number of abatement notices received in relation to the resource consents for discharge from sewerage systems	0	0	1
2B	Number of infringement notices received in relation to the resource consents for discharge from sewerage systems	0	1	2
2C	Number of enforcement orders received in relation to the resource consents for discharge from sewerage systems	0	0	0
2D	Number of successful prosecutions in relation to the resource consents for discharge from sewerage systems	0	0	0
3A	Median response time to attend a sewage overflow resulting from a blockage or other fault in the sewerage system	<90 mins	79 mins	59 mins
3B	Median response time to resolve a sewage overflow resulting from a blockage or other fault in the sewerage system	<8 hours	2.7 hours	2.2
4	The total number of complaints received about sewerage odour, sewerage system faults, sewerage system blockages and the response to any of these issues; expressed per 1000 connections	<30	23.8	29.8

## Porirua City Council

### Stormwater

#	Performance Measure	Target	2023/24	2024/25
1A	The number of flooding events that occurred throughout the year	<=2	0	0
1B	For each flooding event, the number of habitable floors affected; expressed per 1000 connections	<0.57	N/A - No flooding events	N/A - No flooding events
2A	Number of abatement notices received in relation to the resource consents for discharge from stormwater systems	0	0	0
2B	Number of infringement notices received in relation to the resource consents for discharge from stormwater systems	0	0	0
2C	Number of enforcement orders received in relation to the resource consents for discharge from stormwater systems	0	0	0
2D	Number of successful prosecutions in relation to the resource consents for discharge from stormwater systems	0	0	0
3	Median response time to attend a flooding event	<8 hrs	N/A - No flooding events	N/A - No flooding events
4	The number of complaints received by a territorial authority about the performance of its stormwater system, expressed per 1000 connections	<20	10.4	19

## Upper Hutt City Council

### Water Supply

#	Performance Measure	Target	2023/24	2024/25
1A	The extent to which the local authority's drinking water supply complies with the T3 bacterial rules (previously part 4 of the drinking-water standards -bacteria compliance criteria)	All Met (100%)	Compliant	All Met (100%)
1B	The extent to which the local authority's drinking water supply complies with T3 protozoal rules (previously part 5 of the drinking-water standards - protozoal compliance criteria)	All Met (100%)	Compliant	All Met (100%)
1C	The extent to which the local authority's drinking water supply complies with D3.29 microbiological monitoring rule	All Met (100%)	N/A	All Met (100%)
2	The percentage of real water loss from the local authority's networked reticulation system*	<20%	41%	39%
3A	Median response time to attend urgent call-outs	<60 mins	76 mins	55 mins
3B	Median response time to resolve urgent call-outs	<4 hours	2.2 hours	2.1 hours
3C	Median response time to attend non-urgent call-outs	<36 hours	238 hours	41.13
3D	Median response time to resolve non-urgent call-outs	<15 days	27 days	7 days
4	The total number of complaints received about drinking water taste, clarity, odour, water pressure or flow, continuity of supply or the response to any of these issues; expressed per 1000 connections	<= 20	12.3	16.3
5	Average consumption of drinking water per day per resident	<415L	450L	438L

## Upper Hutt City Council

### Wastewater

#	Performance Measure	Target	2023/24	2024/25
1	The number of dry weather sewerage overflows from the territorial authority's sewerage system, expressed per 1000 connections	<20	0.4	1
2A	Number of abatement notices received in relation to the resource consents for discharge from sewerage systems	0	0	2
2B	Number of infringement notices received in relation to the resource consents for discharge from sewerage systems	0	15	2
2C	Number of enforcement orders received in relation to the resource consents for discharge from sewerage systems	0	0	0
2D	Number of successful prosecutions in relation to the resource consents for discharge from sewerage systems	0	0	0
3A	Median response time to attend a sewage overflow resulting from a blockage or other fault in the sewerage system	<=60 mins	80 mins	58 mins
3B	Median response time to resolve a sewage overflow resulting from a blockage or other fault in the sewerage system	<=6 hours	3.4 hours	3.9
4	The total number of complaints received about sewerage odour, sewerage system faults, sewerage system blockages and the response to any of these issues; expressed per 1000 connections	<=30	10	9.3

## Upper Hutt City Council

### Stormwater

#	Performance Measure	Target	2023/24	2024/25
1A	The number of flooding events that occurred throughout the year	<=2	0	0
1B	For each flooding event, the number of habitable floors affected; expressed per 1000 connections	<=0.64	N/A - No flooding events	N/A - No flooding events
2A	Number of abatement notices received in relation to the resource consents for discharge from stormwater systems	0	0	0
2B	Number of infringement notices received in relation to the resource consents for discharge from stormwater systems	0	0	0
2C	Number of enforcement orders received in relation to the resource consents for discharge from stormwater systems	0	0	0
2D	Number of successful prosecutions in relation to the resource consents for discharge from stormwater systems	0	0	0
3	Median response time to attend a flooding event	<60 mins	N/A - No flooding events	N/A - No flooding events
4	The number of complaints received by a territorial authority about the performance of its stormwater system, expressed per 1000 connections	<=20	2.1	5.1

## Wellington City Council

### Water Supply

#	Performance Measure	Target	2023/24	2024/25
1A	The extent to which the local authority's drinking water supply complies with the T3 bacterial rules (previously part 4 of the drinking-water standards -bacteria compliance criteria)	All Met (100%)	Compliant	All Met (100%)
1B	The extent to which the local authority's drinking water supply complies with T3 protozoal rules (previously part 5 of the drinking-water standards - protozoal compliance criteria)	All Met (100%)	Non-compliant	All Met (100%)
1C	The extent to which the local authority's drinking water supply complies with D3.29 microbiological monitoring rule	All Met (100%)	N/A	All Met (100%)
2	The percentage of real water loss from the local authority's networked reticulation system*	<17%	28%	23%
3A	Median response time to attend urgent call-outs	<60 mins	151 mins	71 mins
3B	Median response time to resolve urgent call-outs	<4 hours	13.6 hours	3.7 hours
3C	Median response time to attend non-urgent call-outs	<36 hours	555 hours	83.2 hours
3D	Median response time to resolve non-urgent call-outs	< 5 days	45.1 days	10.8 days
4	The total number of complaints received about drinking water taste, clarity, odour, water pressure or flow, continuity of supply or the response to any of these issues; expressed per 1000 connections	<20	23.2	22.7
5	Average consumption of drinking water per day per resident	<365L	416L	372L

## Wellington City Council

### Wastewater

#	Performance Measure	Target	2023/24	2024/25
1	The number of dry weather sewerage overflows from the territorial authority's sewerage system, expressed per 1000 connections	0	3.9	6
2A	Number of abatement notices received in relation to the resource consents for discharge from sewerage systems	0	1	1
2B	Number of infringement notices received in relation to the resource consents for discharge from sewerage systems	0	3	2
2C	Number of enforcement orders received in relation to the resource consents for discharge from sewerage systems	0	0	0
2D	Number of successful prosecutions in relation to the resource consents for discharge from sewerage systems	0	0	0
3A	Median response time to attend a sewage overflow resulting from a blockage or other fault in the sewerage system	<=60 mins	80 mins	63 mins
3B	Median response time to resolve a sewage overflow resulting from a blockage or other fault in the sewerage system	<= 6 hours	4.7 hours	3.4 hours
4	The total number of complaints received about sewerage odour, sewerage system faults, sewerage system blockages and the response to any of these issues; expressed per 1000 connections	<30	19.8	23.7

## Wellington City Council

### Stormwater

#	Performance Measure	Target	2023/24	2024/25
1A	The number of flooding events that occurred throughout the year	<=2	0	0
1B	For each flooding event, the number of habitable floors affected; expressed per 1000 connections	<=0.13	N/A – No flooding events	N/A – No flooding events
2A	Number of abatement notices received in relation to the resource consents for discharge from stormwater systems	0	0	0
2B	Number of infringement notices received in relation to the resource consents for discharge from stormwater systems	0	0	0
2C	Number of enforcement orders received in relation to the resource consents for discharge from stormwater systems	0	0	0
2D	Number of successful prosecutions in relation to the resource consents for discharge from stormwater systems	0	0	0
3	Median response time to attend a flooding event	<=60 mins	N/A – No flooding events	N/A – No flooding events
4	The number of complaints received by a territorial authority about the performance of its stormwater system, expressed per 1000 connections	<20	8.4	11.2

## South Wairarapa District Council

### Water Supply

#	Performance Measure	Target	2023/24	2024/25
1A	The extent to which the local authority's drinking water supply complies with the T3 bacterial rules (previously part 4 of the drinking-water standards -bacteria compliance criteria)*			
	Featherston Scheme	All Met (100%)	Non-compliant	All Met (100%)
	Greytown Scheme	All Met (100%)	Non-compliant	All Met (100%)
	Martinborough Scheme	All Met (100%)	Compliant	All Met (100%)
	The extent to which the local authority's drinking water supply complies with the T1 and T3 bacterial rules (previously part 4 of the drinking-water standards -bacteria compliance criteria)*			
	Pirinoa Scheme	All Met (100%)	Compliant	All Met (100%)
1B	The extent to which the local authority's drinking water supply complies with T1 and T3 protozoal rules (previously part 5 of the drinking-water standards - protozoal compliance criteria)*			
	Featherston Scheme	All Met (100%)	Non-compliant	All Met (100%)
	Greytown Scheme	All Met (100%)	Non-compliant	All Met (100%)
	Martinborough Scheme	All Met (100%)	Non-compliant	All Met (100%)
	The extent to which the local authority's drinking water supply complies with the T1 and T3 bacterial rules (previously part 5 of the drinking-water standards -bacteria compliance criteria)*			
	Pirinoa Scheme	All Met (100%)	Compliant	All Met (100%)

## South Wairarapa District Council

### Water Supply (cont'd)

#	Performance Measure	Target	2023/24	2024/25
	The extent to which the local authority's drinking water supply complies with D3.29 microbiological monitoring rule			
	Featherston Scheme	All Met (100%)	N/A	All Met (100%)
	Greytown Scheme	All Met (100%)	N/A	All Met (100%)
	Martinborough Scheme	All Met (100%)	N/A	All Met (100%)
	The extent to which the local authority's drinking water supply complies with D3.29 and T1 microbiological monitoring rule			
	Pirinoa Scheme	All Met (100%)	N/A	All Met (100%)
2	The percentage of real water loss from the local authority's networked reticulation system	<30%	42%	47%
3A	Median response time to attend urgent call-outs	<60 mins	58 mins	35 mins
3B	Median response time to resolve urgent call-outs	<8 hours	3.4 hours	1.3 hours
3C	Median response time to attend non-urgent call-outs	<2 working days	3 working days	2 working days
3D	Median response time to resolve non-urgent call-outs	<5 working days	4 working days	3 working days
4	The total number of complaints received about drinking water taste, clarity, odour, water pressure or flow, continuity of supply or the response to any of these issues; expressed per 1000 connections	<70	18.4	19.2
5	Average consumption of drinking water per day per resident	<400L	583L	571L

## South Wairarapa District Council

### Wastewater

#	Performance Measure	Target	2023/24	2024/25
1	The number of dry weather sewerage overflows from the territorial authority's sewerage system, expressed per 1000 connections	<10	1.1	1.5
2A	Number of abatement notices received in relation to the resource consents for discharge from sewerage systems	0	3	2
2B	Number of infringement notices received in relation to the resource consents for discharge from sewerage systems	0	0	2
2C	Number of enforcement orders received in relation to the resource consents for discharge from sewerage systems	0	0	0
2D	Number of successful prosecutions in relation to the resource consents for discharge from sewerage systems	0	0	0
3A	Median response time to attend a sewage overflow resulting from a blockage or other fault in the sewerage system	<60 mins	65 mins	62 mins
3B	Median response time to attend a sewage overflow resulting from a blockage or other fault in the sewerage system	<4 hours	3.6 hours	4.6 hours
4	The total number of complaints received about sewerage odour, sewerage system faults, sewerage system blockages and the response to any of these issues; expressed per 1000 connections	<60	21	26.7

## South Wairarapa District Council

### Stormwater

#	Performance Measure	Target	2023/24	2024/25
1A	The number of flooding events that occurred throughout the year	0	0	0
1B	For each flooding event, the number of habitable floors affected; expressed per 1000 connections	0	N/A – No flooding events	N/A – No flooding events
2A	Number of abatement notices received in relation to the resource consents for discharge from stormwater systems	0	0	0
2B	Number of infringement notices received in relation to the resource consents for discharge from stormwater systems	0	0	0
2C	Number of enforcement orders received in relation to the resource consents for discharge from stormwater systems	0	0	0
2D	Number of successful prosecutions in relation to the resource consents for discharge from stormwater systems	0	0	0
3	Median response time to attend a flooding event	<180 mins	N/A – No flooding events	N/A – No flooding events
4	The number of complaints received by a territorial authority about the performance of its stormwater system, expressed per 1000 connections	0	N/A*	N/A*

\*SWDC does not have any stormwater connections as defined in the DIA rules

Section 4

# Financial Statements

These financial statements and the performance information are for the year ended 30 June 2025. They comply with generally accepted accounting practice in New Zealand (“NZ GAAP”) and Tier 1 PBE accounting standards. All statutory requirements as outlined in the Local Government Act 2002 and the Companies Act 1993 have been met.

These financial statements have been prepared on a disestablishment 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.

**For and on behalf of management:**



**Pat Dougherty**  
CHIEF EXECUTIVE

29 September 2025



**Wayne Maxwell**  
CHIEF FINANCIAL OFFICER

29 September 2025

**For and on behalf the Board of Directors:**



**Nick Legget**  
CHAIR OF THE BOARD

29 September 2025



**Leanne Southey**  
CHAIR OF AUDIT COMMITTEE

29 September 2025

## Statement of Comprehensive Revenue and Expenses

For the year ended 30 June 2025

	Note	Actual 2025	Budget 2025	Actual 2024
		\$000	\$000	\$000
Revenue from exchange transactions	3	399,870	508,217	464,629
Revenue from non-exchange transactions	3	-	-	629
Interest revenue		2,286	1,600	2,007
Gain/(loss) on disposal of assets		269	-	32
<b>Total revenue</b>		<b>402,425</b>	<b>509,817</b>	<b>467,297</b>
Salaries and wages		(47,390)	(51,062)	(40,318)
Superannuation		(1,417)	(1,609)	(1,204)
Directors fees		(169)	(210)	(197)
Fees for audit firm services	4	(425)	(303)	(284)
Council capex and Council opex programme		(376,613)	(485,403)	(442,653)
Operating leases		(2,172)	(2,450)	(1,844)
Other personnel expenses		(5,047)	(2,201)	(4,696)
Other operating expenses		(15,349)	(13,758)	(13,727)
Corporate (Direct) costs charged to capex and opex programme		46,828	45,733	44,803
<b>Total operating expenses</b>		<b>(401,754)</b>	<b>(511,263)</b>	<b>(460,120)</b>
Depreciation and amortisation expense		(1,407)	(2,270)	(1,557)
<b>Total expenses</b>		<b>(403,161)</b>	<b>(513,533)</b>	<b>(461,677)</b>
<b>Net surplus/(deficit) before taxation</b>		<b>(735)</b>	<b>(3,716)</b>	<b>5,620</b>
Tax (expense)/credit		322	-	(1,586)
<b>Total comprehensive revenue and expenses</b>		<b>(413)</b>	<b>(3,716)</b>	<b>4,034</b>

The accompanying notes form part of and are to be read in conjunction with these financial statements.

## Statement of Changes in Equity

For the year ended 30 June 2025

	Retained Earnings	Issued Capital	Total
	\$000	\$000	\$000
Balance at 1 July 2023	2,024	1,000	3,024
<b>Comprehensive revenue and expenses</b>			
Net surplus/(deficit) for the year	4,034	-	4,034
<b>Balance at 30 June 2024</b>	<b>6,058</b>	<b>1,000</b>	<b>7,058</b>
Balance at 1 July 2024	6,058	1,000	7,058
<b>Comprehensive revenue and expenses</b>			
Net surplus/(deficit) for the year	(413)	-	(413)
<b>Balance at 30 June 2025</b>	<b>5,646</b>	<b>1,000</b>	<b>6,646</b>

The accompanying notes form part of and are to be read in conjunction with these financial statements.

## Statement of Financial Position

As at 30 June 2025

**Authorised on behalf of the Wellington Water Limited Board of Directors on 29 September 2025.**



**Nick Legget**  
CHAIR OF THE BOARD

29 September 2025



**Leanne Southey**  
CHAIR OF AUDIT COMMITTEE

29 September 2025

	Note	Actual 2025	Budget 2025	Actual 2024
		\$000	\$000	\$000
Cash and cash equivalents		52,604	39,885	36,550
Receivables and prepayments	7	62,115	56,646	70,081
Tax (receivable)		640	-	-
<b>Total current assets</b>		<b>115,359</b>	<b>96,531</b>	<b>106,631</b>
Intangible assets	5	0	124	25
Property, plant and equipment, vehicles	5	4,240	3,971	4,576
Deferred tax asset/(liability)	6	691	-	369
<b>Total non-current assets</b>		<b>4,931</b>	<b>4,095</b>	<b>4,970</b>
<b>Total assets</b>		<b>120,290</b>	<b>100,626</b>	<b>111,601</b>
Payables and provisions	8	110,825	92,837	100,632
Employee entitlements		2,796	2,836	2,549
Tax payable		(0)	-	1,337
<b>Total current liabilities</b>		<b>113,621</b>	<b>95,673</b>	<b>104,518</b>
Employee entitlements		24	25	25
<b>Total non-current liabilities</b>		<b>24</b>	<b>25</b>	<b>25</b>
<b>Total liabilities</b>		<b>113,645</b>	<b>95,698</b>	<b>104,543</b>
<b>Net assets</b>		<b>6,646</b>	<b>4,928</b>	<b>7,058</b>
Issued capital	10	1,000	1,000	1,000
Retained earnings		5,646	3,928	6,058
<b>Total equity</b>		<b>6,646</b>	<b>4,928</b>	<b>7,058</b>

The accompanying notes form part of and are to be read in conjunction with these financial statements.

## Statement of Cash Flows

For the year ended 30 June 2025

	Note	Actual 2025	Budget 2025	Actual 2024
		\$000	\$000	\$000
Receipts from customers		430,343	514,570	458,047
Interest received		2,286	1,600	2,007
Employees and suppliers		(413,822)	(511,263)	(454,113)
Tax paid		(1,977)	-	(176)
<b>Net cash flow from operating activities</b>	<b>9</b>	<b>16,831</b>	<b>4,907</b>	<b>5,765</b>
Purchase of property, plant and equipment, vehicles		(1,111)	(1,407)	(1,090)
Purchase of intangibles		-	(165)	(28)
Proceeds from disposal of assets		334	-	32
<b>Net cash flow from investing activities</b>		<b>(777)</b>	<b>(1,572)</b>	<b>(1,086)</b>
Share capital issued		-	-	-
<b>Net cash flow from financing activities</b>		<b>-</b>	<b>-</b>	<b>-</b>
<b>Net cash flow</b>		<b>16,055</b>	<b>3,335</b>	<b>4,679</b>
Add: cash at the beginning of the year		36,550	36,550	31,871
<b>Cash at the end of the year</b>		<b>52,604</b>	<b>39,885</b>	<b>36,550</b>
Comprised of:				
Cash at bank and on hand		52,604	39,885	36,550

The accompanying notes form part of and are to be read in conjunction with these financial statements.

For the year ended 30 June 2025

# Notes to the Financial Statements

## 1. About these financial statements

### Reporting entity

Wellington Water Limited (Wellington Water) is a council-controlled organisation (CCO) owned by Greater Wellington Regional Council, Hutt City Council, Porirua City Council, South Wairarapa District Council, Upper Hutt City Council, and Wellington City Council. Wellington Water provides asset management services specialising in drinking water, storm water, and wastewater services.

### Basis of preparation

The financial statements have been prepared on a disestablishment basis. In terms of the Water Service Delivery Plans (WSDP) submitted by Wellington Metro Councils on 3 September 2025, the intention is that a new regional water entity will be established by 2026 which will have implications for Wellington Water Limited.

The intent is that this process will lead to the eventual disestablishment of Wellington Water Limited at a date still to be determined. However, it is intended that significant operational aspects of Wellington Water Limited, including staff, contracts and relationships would transfer to the new regional water entity. As assets and liabilities are expected to be transferred to the new entity for continuity of services, no adjustments have been made to the recognition and measurement or presentation of information in the financial statements to reflect the disestablishment. For more information, refer to note 15.

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

These financial statements have been prepared in accordance with the requirements of the Companies Act 1993, the Financial Reporting Act 2013, and Tier 1 PBE accounting standards. The 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.

## 1. About these financial statements (cont'd)

### Statement of compliance

These financial statements are for the year ended 30 June 2025. They comply with generally accepted accounting practice in New Zealand ("NZ GAAP") and Tier 1 PBE accounting standards. All statutory requirements as outlined in the Local Government Act 2002 and the Companies Act 1993 have been met.

These financial statements have been prepared on a disestablishment 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.

The financial statements were authorised for issue by the Board of Directors on 29 September 2025

### Budget

The budget figures included in the financial statements are as published in the Statement of Intent (SOI) 2024-27. At this time, not all councils had confirmed the final budget numbers.

The budget figures were prepared in accordance with NZ GAAP, using accounting policies consistent with those adopted by Wellington Water in preparing these financial statements.

### Areas of significant estimation and judgment

Wellington Water is required to make estimates and judgments when applying accounting policies. The significant areas are useful lives of property, plant and equipment, vehicles, and intangibles (note 5) and provisions (note 8).

### New or amended standards adopted

#### PBE IPSAS 3.33 Disclosure of Fees for Audit Firms' Services (Amendment to PBE IPSAS 1)

Wellington Water has adopted the disclosure of Fees for Audit Firms' Services (Amendments to PBE IPSAS 1) in the preparation of these financial statements. The amendment changes the required disclosures for fees for services provided by the audit or review provider, including a requirement to disaggregate the fees into specified categories. This new disclosure is included in note 4.

## 2. Variances to budget

Commentary is provided for variances to budget greater than 20% or \$1 million.

### Statement of comprehensive revenue and expenses

	2025 Actual	2025 Budget	Variance	Variance
	\$000	\$000	\$000	%
Revenue	402,425	509,817	(107,392)	(21%)
Operating expenses	(401,754)	(511,263)	109,509	(21%)
Depreciation and amortisation	(1,407)	(2,270)	863	(38%)

Revenue and operating costs are under budget primarily due to decreases in council capital expenditure (capex) programmes relative to the budget. This reflects the delay in the implementation of the major projects for drinking water and wastewater upgrades.

### Statement of financial position

	2025 Actual	2025 Budget	Variance	Variance
	\$000	\$000	\$000	%
Current assets	115,359	96,531	18,828	20%
Non-current assets	4,931	4,095	836	20%
Current liabilities	113,621	95,673	17,948	19%
Non-current liabilities	24	25	(1)	(5%)
Equity	6,646	4,928	1,718	35%

Current assets exceeded budget, mainly due to higher bank balances and receivables. Receivables were above budget because of advance invoicing to councils to support capex and operating expenditure (opex) commitments - an approach not anticipated in the business-as-usual (BAU) budget.

Current liabilities were also higher than budget, reflecting increased trade payables and provisions. This was largely due to underspent council opex, for which Wellington Water receives funding in advance.

for the year ended 30 June 2025

## 2. Variances to budget (cont'd)

Equity at yearend was higher than budget, driven by a smaller-than-expected deficit. This outcome was due to budgeted vacancies remaining unfilled and other operational savings, as part of preparation for organisational changes ahead of the proposed water reforms. These savings will help absorb unexpected costs and support the organisation's ongoing operational needs.

### Statement of cash flows

	2025 Actual	2025 Budget	Variance	Variance
	\$000	\$000	\$000	%
Net cash flow from operating activities	16,831	4,907	11,924	243%
Net cash flow from investing activities	(777)	(1,572)	795	(51%)

Net cash flow from operating activities was significantly above budget, as most budgeted council receipts had been expected to be offset by payables at yearend. In practice, cash flow benefited from advance invoicing to councils to fund the timely delivery of capex and opex programmes. As noted previously, this approach was not reflected in the BAU-level budget.

## 3. Revenue

### 3a. Revenue from exchange transactions

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

	2025 Actual	2024 Actual
	\$000	%
Management and advisory services	22,814	21,792
Council opex programme	128,100	113,285
Council capex programme	248,513	329,368
Other revenue	443	184
<b>Total revenue from exchange transactions</b>	<b>399,870</b>	<b>464,629</b>

### 3. Revenue (cont'd)

#### Management and advisory services

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

#### Council opex programme

The opex programme revenue is recognised using the percentage of completion method.

Wellington Water develops an annual work programme from the long-term plans of councils, delivered on a financial year basis. Wellington Water enters into contracts with contractors to perform the work and manages the programme, acting as a principal in these transactions. Wellington Water employees also perform some of the work.

Opex programme revenue has been fully recognised as services have been fully provided at the balance date.

#### Council capex programme

The capex programme revenue is recognised using the percentage of completion method, based on the costs incurred as a percentage of total costs under the contracts.

Wellington Water develops an annual work programme that is jointly agreed with councils. Wellington Water is responsible for the procurement process, including the selection of contractors and contract pricing, and manages the programme, acting as a principal in these transactions. Capex programme revenue and expenses have been recognised equivalent to the invoices paid or payable to third parties for the financial year. Wellington Water employees also perform some of the work.

#### 3b. Revenue from non-exchange transactions

	2025 Actual	2024 Actual
	\$000	\$000
National transition programme	-	629
<b>Total revenue from non-exchange transactions</b>	<b>-</b>	<b>629</b>

Revenue from the National Transition Funding Programme was recognised in the prior financial year using the percentage of completion method across the six councils. The programme concluded following the repeal of the water reform legislation, enacted through the Water Services Act Repeal Bill in February 2024. This legislation brought an end to the previous Government's Affordable Water Reform and returned responsibility for water services delivery to local authorities.

## 4. Fee for audit firm services

During the year, Wellington Water incurred the following fees for services provided by its auditor, Audit New Zealand. The audit fee represents the cost of the annual statutory audit engagement, which includes the audit of the financial statements, the Department of Internal Affairs mandatory measures for three waters, the statement of intent measures, and the audit of the annual report. These components are not billed separately.

	2025 Actual	2024 Actual
	\$000	\$000
Audit services - current year	(303)	(281)
Audit services - prior years (additional work)	(122)	(3)
<b>Total audit fees</b>	<b>(425)</b>	<b>(284)</b>
Other assurance or non-assurance services	-	-

## 5. Property, plant and equipment, vehicles, and intangibles

Property, Plant and Equipment (PPE) consist 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 both operational and intangible assets under construction. Costs that do not meet the criteria for capitalisation are expensed as incurred.

The cost of assets includes the purchase cost and those costs directly attributable to bringing the asset to the location and condition necessary for its intended purpose. Subsequent expenditure that extends or expands the asset's service potential and 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. This ensures that the depreciation expense reflects the pattern in which the asset's future economic benefits are expected to be consumed.

for the year ended 30 June 2025

## 5. Property, plant and equipment, vehicles, and intangibles (cont'd)

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

Fit-out and equipment	6% – 67%,
Vehicles	8.5% – 21%
Intangibles	40%.

	Fit-out and Equipment	Vehicles	Intangibles	Total
	\$000	\$000	\$000	\$000
<b>Cost</b>				
Balance 1 July 2023	8,260	3,478	2,322	14,060
Additions	895	196	28	1,119
Disposals	-	(56)	-	(56)
<b>Balance at 30 June 2024</b>	<b>9,155</b>	<b>3,618</b>	<b>2,350</b>	<b>15,123</b>
Balance 1 July 2024	9,155	3,618	2,350	15,123
Additions	1,015	101	-	1,116
Disposals	(626)	(557)	(523)	(1,706)
<b>Balance at 30 June 2025</b>	<b>9,545</b>	<b>3,162</b>	<b>1,827</b>	<b>14,534</b>
<b>Depreciation and amortisation</b>				
Balance 1 July 2023	(5,214)	(1,561)	(2,245)	(9,020)
Charge for the year	(1,077)	(400)	(80)	(1,557)
Disposals	-	55	-	55
<b>Balance at 30 June 2024</b>	<b>(6,291)</b>	<b>(1,906)</b>	<b>(2,325)</b>	<b>(10,522)</b>
Balance 1 July 2024	(6,291)	(1,906)	(2,325)	(10,522)
Charge for the year	(968)	(417)	(25)	(1,410)
Disposals	626	489	523	1,638
<b>Balance at 30 June 2025</b>	<b>(6,633)</b>	<b>(1,834)</b>	<b>(1,827)</b>	<b>(10,294)</b>
<b>Carrying amount</b>				
<b>Balance at 30 June 2024</b>	<b>2,864</b>	<b>1,712</b>	<b>25</b>	<b>4,601</b>
<b>Balance at 30 June 2025</b>	<b>2,912</b>	<b>1,328</b>	<b>0</b>	<b>4,240</b>

## 6. Taxation

**Income Tax Expense:** The income tax expense comprises both current and deferred tax components.

**Current Tax:** Current tax represents the income tax payable on the taxable surplus for the current year, including any adjustments to income tax payable for prior years. It is calculated using tax rates and laws that have been enacted or substantively enacted by the balance date.

**Deferred Tax:** Deferred tax accounts for income tax payable or recoverable in future periods due to temporary differences and unused tax losses. Temporary differences arise between the carrying amounts of assets and liabilities in the statement of financial position and their respective tax bases used in computing taxable surplus. Deferred tax is measured at the tax rates expected to apply when the asset is realised or the liability is settled, based on tax rates and laws enacted or substantively enacted by the balance date. The measurement of deferred tax reflects the tax consequences that would follow from the manner in which the entity expects to recover or settle the carrying amount of its assets and liabilities.

**Deferred Tax Liabilities and Assets:** Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are recognised to the extent that it is probable that taxable surplus will be available against which the deductible temporary differences or tax losses can be utilised.

	2025 Actual	2024 Actual
	\$000	\$000
<b>Components of tax expense</b>		
Current tax expense	(0)	1,920
Deferred tax expense	(322)	(334)
<b>Tax expense</b>	<b>(322)</b>	<b>1,586</b>
<b>Reconciliation of effective tax rate</b>		
Net surplus/(deficit) before tax	(735)	5,620
<b>Tax at 28%</b>	(206)	1,573
Plus (less) tax effect of:		
Non-deductible expenditure	9	13
Deferred tax adjustment	(126)	-
<b>Total income tax expense/(credit)</b>	<b>(322)</b>	<b>1,586</b>
<b>Imputation credits</b>		
<b>Imputation credits available for use in subsequent reporting periods</b>	<b>3,846</b>	<b>1,870</b>

for the year ended 30 June 2025

## 6. Taxation (cont'd)

### Movement in deferred tax asset/(liability)

	PPE	Employee Entitlements	Tax Losses	Provision for doubtful debt	Sundry creditors	Total
	\$000	\$000	\$000	\$000	\$000	\$000
Balance at 30 June 2023	(753)	694	85	9	-	35
Charged to surplus or deficit	208	258	(85)	9	(56)	334
<b>Balance at 30 June 2024</b>	<b>(545)</b>	<b>951</b>	<b>-</b>	<b>18</b>	<b>(56)</b>	<b>369</b>
Charged to surplus or deficit	65	152	53	(18)	71	322
<b>Balance at 30 June 2025</b>	<b>(480)</b>	<b>1,104</b>	<b>53</b>	<b>-</b>	<b>15</b>	<b>691</b>

## 7. Receivables

	Notes	2025 Actual	2024 Actual
		\$000	\$000
Receivables with related parties	11	59,492	59,276
Provision for doubtful debts		-	(64)
Other receivables		88	52
Prepayments		2,534	10,817
<b>Total receivables</b>		<b>62,115</b>	<b>70,081</b>

All receivables greater than 30 days in age are considered past due. The provision for doubtful debts is based on 100% of two past due receivables. All other receivables are not considered past due.

for the year ended 30 June 2025

## 8. Payables and provisions

	Notes	2025 Actual \$000	2024 Actual \$000
Trade payables		35,404	47,465
GST payable		5,459	2,825
Revenue in advance		48,125	27,591
Payables with related parties	11	19,574	20,901
Employee related payables and provisions		2,153	1,589
Other provisions		110	261
<b>Total payables and provisions</b>		<b>110,825</b>	<b>100,632</b>

All payables greater than 30 days in age are considered past due. There are no material trade payable balances past due.

for the year ended 30 June 2025

## 9. Reconciliation of net surplus to operating cash flows

	2025 Actual	2024 Actual
	\$000	\$000
<b>Net surplus/(deficit) after taxation</b>	<b>(413)</b>	<b>4,034</b>
<b>Add/(less) Non-cash items</b>		
Depreciation and amortisation	1,407	1,557
<b>Total non-cash items</b>	<b>1,407</b>	<b>1,557</b>
<b>Add/(less) items classified as investing or financing activities</b>		
Gains on sale of vehicles	(269)	(32)
<b>Total items classified as investing or financing activities</b>	<b>(269)</b>	<b>(32)</b>
<b>Add/(less) movements in statement of financial position items</b>		
(Increase) in receivables	(639)	(21,505)
(Increase)/Decrease in prepayments	8,283	(7,237)
Increase in payables and deferred revenue	10,438	29,125
Tax payable	(1,977)	(176)
<b>Net movement in working capital items</b>	<b>16,106</b>	<b>206</b>
<b>Net cash flow from operating activities</b>	<b>16,831</b>	<b>5,765</b>

Net cash flow from operating activities for 2025 is primarily driven by net movements in working capital, particularly a reduction in payables compared to 2024, as well as by depreciation. Receivables also decreased significantly in 2025, reflecting increased efforts and scrutiny in the collection of outstanding debts.

## 10. Share capital

The total number of authorised, issued and fully paid ordinary shares at 30 June 2025 was 500 (2024:500). These are represented by Class B shares and entitle the holder to a share in the distribution of the surplus assets of the company. Class A shares entitle the holder to vote at a meeting of the shareholders on any resolution.

Shareholder	Voting Rights	Ordinary shares	Class B	Class B
	Class A	Class B	\$000	%
Greater Wellington Regional Council	150	75	150	15%
Hutt City Council	150	100	200	20%
Porirua City Council	150	60	120	12%
South Wairarapa District Council	150	25	50	5%
Upper Hutt City Council	150	40	80	8%
Wellington City Council	150	200	400	40%
<b>Total shares</b>	<b>900</b>	<b>500</b>	<b>1,000</b>	<b>100%</b>

## 11. Related parties

During the year, Wellington Water had the following material transactions with related parties recognised in revenue:

	2025 Actual	2024 Actual
<b>Revenue from exchange transactions:</b>	<b>\$000</b>	<b>\$000</b>
<b>Management &amp; advisory services</b>		
Greater Wellington Regional Council	9,186	8,774
Hutt City Council	3,849	3,677
Porirua City Council	1,450	1,385
South Wairarapa District Council	348	332
Upper Hutt City Council	1,416	1,353
Wellington City Council	6,565	6,310
Other Corporate	443	145
<b>Total management and advisory services</b>	<b>23,257</b>	<b>21,976</b>
<b>Council opex programme</b>		
Greater Wellington Regional Council	17,533	17,254
Hutt City Council	29,017	25,538
Porirua City Council	11,325	11,721
South Wairarapa District Council	5,345	4,304
Upper Hutt City Council	9,128	7,649
Wellington City Council	55,753	46,820
<b>Total council opex programme</b>	<b>128,100</b>	<b>113,286</b>
<b>Council capex programme</b>		
Greater Wellington Regional Council	73,493	101,102
Hutt City Council	56,974	70,527
Porirua City Council	51,293	69,854
South Wairarapa District Council	4,760	5,569
Upper Hutt City Council	15,652	15,692
Wellington City Council	46,342	66,624
<b>Total council capex programme</b>	<b>248,513</b>	<b>329,368</b>

for the year ended 30 June 2025

## 11. Related parties (cont'd)

	2025 Actual	2024 Actual
<b>Revenue from non-exchange transactions:</b>	<b>\$000</b>	<b>\$000</b>
<b>National Transition Programme:</b>		
Greater Wellington Regional Council	-	88
Hutt City Council	-	116
Porirua City Council	-	89
South Wairarapa District Council	-	17
Upper Hutt City Council	-	66
Wellington City Council	-	191
Other - DIA	-	62
<b>Total other council revenue</b>	<b>-</b>	<b>629</b>

During the fiscal year, Wellington Water engaged in several significant transactions with related parties, which have been duly recognised in our expenses.

Wellington Water has been in an alliance partnership with Fulton Hogan since 1 July 2019, aimed at maintaining and operating the three waters networks across the Wellington region. Given that Fulton Hogan employees hold management positions within the Alliance, which could potentially exert significant influence, Fulton Hogan is classified as a related party. The total cost of services procured from Fulton Hogan during the year amounted to \$104.8m (2024: \$120.8m).

Additionally, Wellington Water received various services from Wellington City Council on an arm's length basis, including payroll and IT.

## 11. Related parties (cont'd)

As of the end of the fiscal year, Wellington Water had the following outstanding balances with related parties:

	2025 Actual	2024 Actual
<b>Amounts owing to Wellington Water by related parties at 30 June</b>	<b>\$000</b>	<b>\$000</b>
Greater Wellington Regional Council	11,774	12,604
Hutt City Council	18,548	10,734
Porirua City Council	3,023	9,708
South Wairarapa District Council	595	341
Upper Hutt City Council	4,771	-
Wellington City Council	20,781	25,889
<b>Total related party receivables</b>	<b>59,492</b>	<b>59,276</b>

	2025 Actual	2024 Actual
<b>Amounts owed to related parties by Wellington Water at 30 June</b>	<b>\$000</b>	<b>\$000</b>
Greater Wellington Regional Council	1,077	329
Hutt City Council	5,101	2,232
Porirua City Council	255	303
South Wairarapa District Council	597	85
Upper Hutt City Council	148	997
Wellington City Council	3,280	901
Fulton Hogan	9,114	16,054
<b>Total related party payables</b>	<b>19,574</b>	<b>20,901</b>

for the year ended 30 June 2025

## 12. Key management personnel

The key management personnel are the Directors, Chief Executive and Executive Leadership Team. The full time equivalent (FTE) number of individuals receiving remuneration as key management (excluding directors) during the year was 6 (2024: 6). This represented 9 individuals at different points in the year due to transitional arrangements arising from restructuring. The current number of KMP roles is 5.

	2025 Actual	2024 Actual
	\$000	\$000
Salaries and wages	2,325	1,735
Directors' fees	169	200
Superannuation	50	52
<b>Total key management personnel remuneration</b>	<b>2,545</b>	<b>1,987</b>

Salaries and wages include a redundancy payment to one key management person, arising from a restructure of groups and teams to establish an Executive Leadership Team comprising four Tier 2 Chief Officers, effective 10 February 2025.

The FTE number of Directors at 30 June 2025 was 8 (2024: 7). Due to the difficulty in calculating the FTE for directors, the FTE figure is taken as the number of directors.

	2025 Actual	2024 Actual
	\$000	\$000
Nick Leggett	60	60
Leanne Southey	30	30
Mahina Puketapu	30	25
Bill Bayfield	30	25
Patrick Dougherty	6	25
Ben Pitchforth	4	-
Gillian Peacock	4	-
David Adamson	4	-
Alexandra Hare	-	30
Kim Skelton	-	5
<b>Total Directors' remuneration</b>	<b>169</b>	<b>200</b>

for the year ended 30 June 2025

## 13. Financial instruments and risk management

Financial instruments include cash and cash equivalents, receivables from exchange transactions and payables from exchange transactions. The carrying amounts of financial assets and liabilities in each of the financial instrument categories are as follows:

	2025 Actual	2024 Actual
	\$000	\$000
<b>Financial Assets</b>		
<b>Amortised cost</b>		
Cash and cash equivalents	52,604	36,550
Receivables and prepayments	62,115	70,081
<b>Total financial assets measured at amortised cost</b>	<b>114,719</b>	<b>106,631</b>
<b>Financial Liabilities</b>		
<b>Amortised cost</b>		
Trade payables and payables with related parties	54,978	68,367
<b>Total financial liabilities measured at amortised cost</b>	<b>54,978</b>	<b>68,367</b>

### Fair values

Payables, receivables, and loans are initially recognised at fair value less transaction costs and subsequently carried at amortised cost. Given their relatively short-term nature, their carrying amounts are considered a reasonable approximation of fair value.

### Market risk

Market risk refers to the exposure to fluctuating interest rates and foreign currency rates. Wellington Water does not have any long-term borrowings or significant foreign currency exposure, thereby minimising market risk.

### Credit risk

Credit risk is the risk that counterparties will default on their contractual obligations, resulting in financial loss to the company. Wellington Water's credit risk is concentrated due to its reliance on revenue from the Greater Wellington Regional Council, Hutt City Council, Porirua City Council, South Wairarapa District Council, Upper Hutt City Council, and Wellington City Council. However, these councils are considered high credit quality entities by the Directors. Receivables balances are monitored continuously to manage exposure to bad debts. Additionally, cash and cash equivalents are held with ANZ Bank, which has a Standard and Poor's credit rating of AA-.

for the year ended 30 June 2025

### 13. Financial instruments and risk management (cont'd)

#### Liquidity risk

Liquidity risk is the risk that the company will be unable to meet its financial obligations as they fall due. This risk is managed by maintaining short payment terms with the six councils. There are no trade payables with a due date of more than one year, ensuring that the company can meet its short-term liabilities.

### 14. Commitments and contingencies

Wellington Water has operating lease commitments relating to the rental of the Petone office, vehicles and copiers on normal commercial terms and conditions. The minimum payments to be paid under non-cancellable operating leases are as follows:

	2025 Actual	2024 Actual
	\$000	\$000
Less than 1 year	2,509	2,040
Between 1 and 5 years	2,359	3,845
Later than 5 years	2	777
<b>Total operating lease commitments</b>	<b>4,871</b>	<b>6,662</b>

Wellington Water has no material capital commitments (2024: nil). Capital commitments relating to the council work programme are disclosed in the individual council financial statements and in note 16.

Wellington Water has no contingent liabilities or contingent assets at 30 June 2025 (2024: Nil).

## 15. Water Services Entity: Local Water Done Well

Following the repeal of the Water Services Entities Act 2022 and related legislation in July 2024, the Government introduced the “Local Water Done Well” policy in August 2024.

This policy is being implemented in three stages:

1. Repeal of the previous legislation
2. Establishment of a new framework and transitional arrangements
3. Development of enduring settings for the water services system

All three stages of the reforms have been completed with the Local Government (Water Services) Act 2025 receiving Royal Assent on 26 August 2025.

Under the provisions of the Act, each territorial authority must ensure water services are provided in its district but have discretion to determine the optimal structure and delivery method for its local circumstances. The metro Wellington councils have proposed that water services will be delivered by a jointly owned water services provider. SWDC has decided to pursue a joint solution with other Wairarapa based territorial local authorities.

During 2024/25 Wellington Water provided advice and information to the metro Wellington councils on the future of the delivery of water services, including the transfer of functions and powers, and has provided input into the water services delivery plan. The Water Services Delivery Plan was delivered to Department of Internal Affairs on 29 August 2025.

These delivery plans provided an assessment of Wellington water infrastructure, how much councils need to invest, and how councils plan to finance and deliver it through their preferred water service delivery model. Metro Wellington regional territorial authorities have indicated that the new water services organisation – currently named Metro Water – will be in operation from 1 July 2026 (referred to as Day One).

The new organisation will have new governance and ownership arrangements, new leadership and new strategic direction to it from Wellington Water. To ensure ongoing service delivery and to retain expertise and experience, it has been indicated that the new organisation will absorb Wellington Water staff and structures below tier 2, with a guaranteed job transition pathway. This means permanent staff (full time and part time) below tier 2 will largely continue to be in current roles and teams on Day One. Fixed term staff would transfer to the new organisation for the duration of their contract term.

Wellington Water Limited continues to operate as a council-controlled organisation (CCO) owned by six councils until its eventual disestablishment after the new regional water entity comes into operation.

## 15. Water Services Entity: Local Water Done Well (cont'd)

### Transition to Metro Water

Metro Wellington councils have confirmed their intention to establish Metro Water, a council owned organisation (COO) to deliver water services for the region in the future. They noted that work is underway to prepare for the recruitment of an interim Chief Executive and Establishment Board, and to begin scoping out requirements in the areas of IT and customer services. The intent is for the establishment Board to be in place by 1 November 2025.

Work has also started on establishing more formal Staff Transition Principles and Guidelines, but much of this work can only be implemented once the Water Services Delivery Plan has been approved by the Secretary for Local Government.

Further information about implementation is set out in the Water Services Delivery Plan, which was delivered to the Department of Internal Affairs on 29 August 2025.

### SWDC Transition

South Wairarapa District Council (SWDC) has indicated that it will gradually withdraw from the Wellington Water model, in favour of developing a water services delivery plan with Masterton, Carterton, and Tararua District Councils (known as the “Wai + T” model).

The full go-live for this transition will be no later than 1 July 2027. The first part of the transition took place on 1 July 2025, when capital renewals and capital projects were removed from the Wellington Water Service Agreement with SWDC and handed back to the council. Wellington Water will, however, retain an ability to spend money on reactive capital expenditure, for example, if a critical asset breaks and an urgent repair or replacement is needed.

Wellington Water will also continue to provide operations and maintenance services for SWDC until 30 June 2026. Wellington Water will be updating the service agreement with SWDC to reflect the changed relationship.

## 16. Capital Commitments

The total capital commitments for the Councils as of 30 June 2025 amount to \$76m (2024: \$107m), disclosed per Council as follows:

- Hutt City Council (HCC): \$16m
- Upper Hutt City Council (UHCC): \$2m
- Wellington City Council (WCC): \$29m
- Porirua City Council (PCC): \$16m
- Greater Wellington Regional Council (GWRC): \$13m
- South Wairarapa District Council (SWDC): Nil

SWDC has decided to take responsibility for delivering their capital programme as of 1 July 2025. During May and June 2025, Wellington Water worked with SWDC to transfer responsibility for capital works across to SWDC from 1 July 2025. As a result, there were no capital commitments as at the end of June 2025.

## 17. Subsequent events

### Funding for Technology Systems Investment Programme

At the end of June 2025, the Greater Wellington Regional Council confirmed \$13.4 million in funding for Wellington Water's Technology Systems Investment (TSI) programme. An advanced notice to market of our Request for Proposals (RFP) was released on the GETS (Government Electronic Tender Service) website on 3 July, with the full RFP released on 31 July and has now closed.

### Economic Regulation

The Local Government (Water Services Preliminary Arrangements) Act requires certain water providers to share key operational information through foundational information disclosure (ID) until full economic regulation begins in mid-2026. In March 2025, the Government designated Wellington Water as subject to this regime, with final requirements confirmed in August 2025. Wellington Water must report publicly on its Culture and Value for improvement plan progress, publish clearer data on maintenance and faults, and make consumer and performance reporting more accessible.

# Understanding our Performance Information

## Statement of Compliance

Performance information in this document is for the year ended 30 June 2024. Information and disclosures comply with generally accepted accounting practice in New Zealand (“NZ GAAP”) and Tier 1 PBE accounting standards. All statutory requirements as outlined in the Local Government Act 2002 and the Companies Act 1993 have been met.

## Identification of performance information

Wellington Water is required to clearly identify all performance information in this document. Information needed to understand our organisational performance is:

- All Statement of Intent measures on pages 50-52.
- All performance narrative information on pages 28-49, including case studies.
- Department of Internal Affairs measures on pages 53-69.

## Disclosure of Judgements

Wellington Water is required to identify the judgements that have the most significant impact on how we select, measure, aggregate and present our performance information.

We endeavour to use and present the best data that we have available at all times. This data generally comes from our Asset Management System (Maximo) and when appropriate the methodology for the collection or treatment of data is updated. Any material changes are then noted in the Annual Report. All performance information reported in the Annual Report is consistent with data used for internal decision-making and information to inform decisions made by our shareholding councils.

Performance information is chosen to be as relevant, easy to understand and accurate as possible, and compared to relevant information about our historical performance where possible. This information is also chosen to faithfully represent our performance, even when it is less than desired. The availability of good-quality data is generally not a concern, however, occasionally measures are chosen on their ability to be met easily without any additional investment in systems and processes; for example by measuring spend rather than the outcomes of that spend.

We set our own performance measures and use these to represent the priorities that our shareholders express in their Letter of Expectations each year, expressed in our Statement of Intent. These priorities are then compared to the budgets that are provided by our owners and checked for overall deliverability.

We have not set aspirational measures or measures that we do not believe we can deliver, the exception to this being for compliance with drinking water and enforcement actions taken against the company by the environmental regulator regarding wastewater treatment plant compliance and performance.

We are unable to fully comply with Drinking Water Quality Assurance Rules at the Waterloo Water Treatment Plant without additional investment (which has been committed in the current Hutt City Council Long-term Plan), and past performance of our wastewater treatment plants makes compliance unlikely in the short-term without significant additional investment. However, we deem that setting targets that are less than fully compliant is inappropriate in these circumstances.

**We consult with our councils on draft measures through the Statement of Intent process.**

## Understanding our Performance Information

When developing the Annual Report, we report against the priorities of our shareholders as expressed in the Statement of Intent, even where no formal measures have been set or budgets are limited, for example, by including information on our shareholders priority for Environmental Water Quality.

The changes to our performance framework for this year are detailed in the sections that follow.

These measures are supported by the mandatory measures that our councils are required to report under the Local Government Act 2002. These measures were set by the Department of Internal Affairs in 2013 and are enshrined in legislation. These results can be found on page 53.



## Measures that were added in 2024/25

Measure	Reason for change
<b>New DIA Safety of drinking water measure – microbiological 1C</b>	<p>New safety of drinking water rules came into effect in August 2024 and aligning the reporting of the safety of drinking water measures with these new rules was to occur in the 2024/25 annual reports.</p> <p>These new rules provide for a new measure to be reported: The extent to which the local authority's drinking water supply complies with D3.29 microbiological monitoring rule.</p>
<b>Engagement score</b>	<p>This measure replaces two measures from the 2023/24 annual report that were driven by the previous Government's reform process. Our focus has moved from our people understanding reform to ensuring our people remain engaged with our company and its purpose.</p>
<b>Te Mana o te Wai</b>	<p>In their 2024 Letter of Expectation, the Wellington Water Committee indicated it expected Wellington Water "to give effect to Te Mana o te Wai in planning, regulatory and operational areas working in partnership with Mana Whenua.</p>
<b>Partnering with Māori</b>	<p>In their 2024 Letter of Expectation, the Wellington Water Committee indicated that Wellington Water "must ensure that local Mana Whenua priorities are understood and are incorporated into operations".</p>
<b>Sufficient water – no Level 4</b>	<p>Wellington Water's approach to the risk of water restrictions and water shortages has changed to be focused on</p> <ul style="list-style-type: none"> <li>keeping the water in the pipes</li> <li>reducing water demand, and</li> <li>adding more water supply.</li> </ul> <p>We have recommended to our councils that to address this risk that they:</p> <ul style="list-style-type: none"> <li>continue to increase investment into finding and fixing leaks, managing water loss, and replacing old infrastructure;</li> <li>continue to encourage customers to reduce water use;</li> <li>invest in water meters across the metropolitan Wellington region; and</li> <li>build additional storage lakes.</li> </ul> <p>We therefore have a clear plan in place and looking at the level of investment councils can afford, completely removing the risk of Level 3 and 4 Water Restrictions is not realistic. Instead, we're aiming to reduce the risk of entering Level 4 Water Restrictions for the 2024/25 summer.</p>

## Measures that were added in 2024/25 (cont'd)

Measure	Reason for change
<b>Water metering</b>	In their 2024 Letter of Expectation, the Wellington Water Committee indicated that Wellington Water “will work with shareholders to produce a single integrated water meter implementation plan across the shareholding Councils”.
<b>Single performance framework</b>	In their 2024 Letter of Expectation, the Wellington Water Committee indicated that Wellington Water would “improve efficiency, effectiveness, transparency, and oversight by working with shareholders to produce a single framework that encompasses: <ol style="list-style-type: none"> <li>i. A reporting and performance management scheme including key performance indicators, but also broader productivity indicators that provide confidence that Wellington Water is delivering value for money and competitive tension.</li> </ol>
<b>Key contracting arrangements</b>	In their 2024 Letter of Expectation, the Wellington Water Committee indicated that Wellington Water “will review its contracting arrangements around maintenance and capital works and provide assurance that the procurement model is best practice and is delivering the best value for shareholding Councils”.
<b>#3 The percentage of the time resource consents are processed within timeframes (10 working days). Greater or equal to baseline 33%</b>	Under the RMA, Councils (and their CCOs) have 10 working days from when an application is received to check the application is complete. For 2023/24 the target was 33% (one in three) of consents processed within 10 days. Performance of 38% was reported. This measure was discontinued because we will continue to work to ensure that applications for consents are processed within the required statutory timeframes.
<b>#6 The Infrastructure Leakage Index (ILI) of the Wellington Metropolitan Network will improve Target &lt;5.2 (+/- 2.5)</b>	Wellington Water has adopted an approach to water loss reduction that is focused on the risk of water restrictions and water shortage. The ILI is the ratio of avoidable water losses to unavoidable water losses. The ILI does not provide direct insight into risk of water restrictions and water shortage.
<b>#7 We will complete all actions for the defined period set out in our Water Loss Reduction Plan Target Achieved</b>	Wellington Water’s Metropolitan Water Loss Reduction Plan looked at how to optimise the available funding we have to minimise water loss in the next nine to 12 months. Wellington Water has adopted a new approach to water restrictions and water shortage that has a wider focus than water loss reduction per se.

## Measures that were added in 2024/25 (cont'd)

Measure	Reason for change
<b>#10 Percentage of three-year programme (2021-24) complete Renewals programme</b>	This measure was about a three-year planned renewals programme set by our shareholding councils in 2021. The timeframe for this three-year programme has expired and was no longer relevant for 2023/24.
<b>#11 Ratio of planned to reactive maintenance increases</b>	<p>This measure has been replaced by a target for pipe renewals, to be achieved regardless of reactive works.</p> <p>The key challenge with dealing with an ageing network is that reactive maintenance takes all the company's attention, and less focus is placed on planned maintenance which, together with renewals, aims to curb the increasing reactive works.</p>
<b>#14 Staff feel supported by the organisation through water reform (staff survey)</b>	<p>These two measures were introduced in the 2022/25 SOI and were part of an organisational focus to support employees during the transition to the new water services entity (as part of the through previous Government's Affordable Water Reform process).</p> <p>Following the repeal of the reforms in February 2024 it was decided to discontinue these measures.</p>
<b>#15 Staff feel as if they understand water reform (staff survey)</b>	



## Report

AUDIT NEW ZEALAND  
Mana Arotake Aotearoa

### Independent Auditor's Report

#### To the readers of Wellington Water Limited's financial statements and performance information for the year ended 30 June 2025

The Auditor-General is the auditor of Wellington Water Limited (the Company). The Auditor-General has appointed me, Clint Ramoo, using the staff and resources of Audit New Zealand, to carry out the audit of the financial statements and performance information of the Company on his behalf.

We have audited:

- the financial statements of the Company on pages 71 to 95, that comprise the statement of financial position as at 30 June 2025, the statement of comprehensive revenue and expenses, statement of changes in equity and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information; and
- the performance information of the Company for the year ended 30 June 2025 on pages 50 to 69.

#### Opinion

##### *Unmodified opinion on the financial statements*

In our opinion the financial statements of the Company, which have been prepared on a disestablishment basis:

- present fairly, in all material respects:
  - its financial position as at 30 June 2025; and
  - its financial performance and cash flows for the year then ended; and
- comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards.

##### *Qualified opinion on the performance information*

In our opinion, except for the possible effects of the matters described in the *Basis for our opinion* section of our report, the performance information of the company on pages 50 to 69.

- accurately reports, in all material respects, the Company's actual performance compared against the performance targets and other measures by which the Company's performance can be judged in relation to the Company's objectives in its statement of intent for the year ended 30 June 2025; and
- has been prepared, in all material respects, in accordance with section 68 of the Local Government Act 2002 (the Act).

Our audit was completed on 29 September 2025. This is the date at which our opinion is expressed.

#### Basis for our opinion

##### **Performance information: Our work was limited with respect to the total number of complaints received about water supply, wastewater and stormwater**

The Company manages the water assets and services of its six shareholding councils on their behalf. The Company therefore reports against the performance measures set out in the Non-Financial Performance Measure Rules 2013 (the Rules) made by the Secretary for Local Government. These include mandatory performance measures relating to the number of complaints received about water supply, wastewater and stormwater. The Company provides results of the mandatory performance measures on pages 53 to 69. The Company also reports on its statement of intent measures on pages 50 to 52.

Records of complaints are maintained by shareholding councils, and issues with council systems and processes meant we were unable to obtain sufficient appropriate audit evidence about the completeness and accuracy of complaints reporting.

As a result of these issues, our work was limited and there were no practicable audit procedures we could apply to obtain assurance over the reported results for these performance measures.

Our opinion on the total number of complaints received about water supply, wastewater, and stormwater was also qualified in the 2024 performance year.

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the *Responsibilities of the auditor for the audit of the financial statements and the performance information* section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Report (cont'd)

### Emphasis of matter – The financial statements are prepared on a disestablishment basis

Without further modifying our opinion, we draw attention to the disclosures in Note 1 *Basis of preparation section* on page 75 of the financial statements about the financial statements being prepared on a disestablishment basis. The intended establishment of a new regional water entity by Wellington Metro Councils is expected to lead to the disestablishment of the Company, at a date still to be determined. As assets and liabilities are expected to be transferred to the new entity, there have been no changes to the recognition and measurement or presentation of information in the financial statements to reflect the disestablishment.

### Responsibilities of the Board of Directors for the financial statements and the performance information

The Board of Directors is responsible on behalf of the Company for preparing financial statements that are fairly presented and that comply with generally accepted accounting practice in New Zealand. The Board of Directors is also responsible for preparing the performance information in accordance with the Act.

The Board of Directors is responsible for such internal control as it determines is necessary to enable it to prepare financial statements and the performance information that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and the performance information, the Board of Directors is responsible on behalf of the Company for assessing the Company's ability to continue as a going concern. The Board of Directors is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the Board of Directors either intend to liquidate the Company or to cease operations, or has no realistic alternative but to do so. If the Board concludes that the going concern basis of accounting is inappropriate, the Board is responsible for preparing the financial statements on a disestablishment basis and making appropriate disclosures.

The Board of Directors' responsibilities arise from the Local Government Act 2002.

### Responsibilities of the auditor for the audit of the financial statements and the performance information

Our objectives are to obtain reasonable assurance about whether the financial statements and the performance information, as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the

aggregate, they could reasonably be expected to influence the decisions of readers, taken on the basis of these financial statements and the performance information.

For the budget information reported in the financial statements and in the performance information, our procedures were limited to checking that the information agreed to the Company's statement of intent.

We did not evaluate the security and controls over the electronic publication of the financial statements and the performance information.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risks of material misstatement of the financial statements and the performance information, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors.
- We conclude on the appropriateness of the use of the disestablishment basis by the Board.
- We evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- We evaluate the overall presentation, structure and content of the performance information, including the disclosures, and assess whether the performance information achieves its statutory purpose of enabling the Company's readers to judge the actual performance of the Company against its objectives in its statement of intent.

We communicate with the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

## Report (cont'd)

### Other Information

The Board of Directors is responsible for the other information. The other information comprises all of the information included in the annual report other than the financial statements and the performance information, and our auditor's report thereon.

Our opinion on the financial statements and the performance information does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the financial statements and the performance information, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the financial statements and the performance information or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### Independence

We are independent of the Company in accordance with the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: *International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand)* issued by the New Zealand Auditing and Assurance Standards Board.

Other than the audit, we have no relationship with, or interests in, the Company.



Clint Ramoo  
Audit New Zealand  
On behalf of the Auditor-General  
Wellington, New Zealand





## **RELATIONSHIP CHARTER**

**between**

**Taranaki Whānui Limited (TWL)**

**and**

**Wellington Water Limited (WWL)**



## Relationship Charter

### Purpose

The purpose of this Relationship Charter is to set out the relationship between Wellington Water Limited (WWL) and Taranaki Whānui Limited (TWL), to realise the potential benefits of working together to advance te mana me te mauri o te wai in Te Upoko o te Ika ā Māui.

### Parties to the Charter

- Wellington Water Limited; and
- Taranaki Whānui Limited Inc.

## Taranaki Whānui ki Te Upoko o Te Ika (Taranaki Whānui Ltd Inc)

The vision of Taranaki Whānui Limited is:

*“Restore, revitalise, strengthen and enhance the cultural, social and economic well-being of Taranaki Whānui ki te Upoko o Te Ika”.*

Taranaki Whānui represent the interests its members who collectively belong to the iwi of Taranaki Whānui ki Te Upoko o Te Ika, these iwi include:

- Te Ātiawa
- Ngāti Tama
- Taranaki Tūturū
- Ngāti Ruanui
- Other iwi from Taranaki area, for example Ngāti Mutunga.

Taranaki Whānui is a Post Settlement Governance Entity (PSGE) and WWL recognise the rights and responsibilities established under the Port Nicholson Block Claims Settlement Act 2009.



Taranaki Whānui Limited is wholly owned by Port Nicholson Block Settlement Trust/Taranaki Whānui ki Te Upoko o Te Ika.

## Wellington Water Limited

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

The significance of water sits at our organisational heart. Every day our people come to work and strive to deliver services and manage infrastructure in a way that provides the best outcomes for water, our communities, and our environment.

## Values that underpin this agreement

These expressions of kaupapa Māori values underpin this Relationship Charter.

### Mana Ōrite

Mana Ōrite recognises that each party to this charter has their own respective mana. Each party recognises the mana of the other and we aim to work together to make mutually beneficial decisions, in a collaborative way, that respects the authority and mana of the other party to the charter.

### Kaitiakitanga

Each party to this charter recognises the vital importance of the need to act as a kaitiaki of the environment. Each party has a duty to exercise kaitiakitanga in their own way. This value recognises the importance of kaitiakitanga as it relates to helping to realise our collective vision for te mana and te mauri o te wai.

### Kotahitanga

This value refers to the idea that we need to work together, in unity, with energy, enthusiasm and authenticity towards the achievement of common goals. This value articulates the importance of working collaboratively to achieve mutually beneficial outcomes.

### Manaakitanga

Manaakitanga is the foundation to a sound relationship. Generosity of spirit and in the way we treat, care for, and look after one another, even when things get tough, is a key value underpinning this relationship.



## Rangatiratanga

Rangatiratanga is the practice of people exercising their independence and determining their own choices and pathway. It respects the chieftainship that each party brings to the relationship and acknowledges that agreement may not always be possible on all issues. It reminds us that it is ok to have differences of opinion in a relationship that aims for collaboration and agreement.

## Whakapapa

This value acknowledges whakapapa as the basis of the relationship mana whenua iwi have with awa, the water and the environment. The importance of this deep whakapapa connection should not be underestimated and is acknowledged as a foundation for ongoing engagement.

## Whanaungatanga

Whanaungatanga is about the strength of our relationship and the effort we put into building and maintaining a sound foundation to work from. This value is about our human connections and is essential in binding people together. Whanaungatanga provides the foundation of a sense of belonging and cohesion.

## Te Reo and Tikanga Māori

Te Reo me ngā tikanga Māori underpin our working relationship. WWL will recognise and work to understand the diverse procedures and etiquette of each mana whenua entity established within WWL's area of service. We will follow Māori protocols of engagement and be open and willing to engage using Te Reo Māori and Tikanga Māori practices. We will all work to realise the aspirations of kui mā me koro mā.

## Guiding Objectives

Both parties will work together under this Relationship Charter to:

- Realise the values of this Relationship Charter.
- Acknowledge Taranaki Whānui as a mana whenua partner for Te Whanganui a Tara and as kaitiaki of the rohe,
- Ensure, as far as practicable the development and management of the three waters networks acknowledge and upholds the values, aspirations, strategic intentions, and wider responsibilities of Taranaki Whānui and WWL.



- Create collaborative solutions on projects, activities, and consent processes of mutual interest.
- Understand resource constraints and work together to triage priorities of both the Taranaki Whānui and WWL for engagement.
- Support the development of cultural and technical capability and capacity for both parties.
- WWL commits to early and meaningful engagement with Taranaki Whānui.
- WWL commits to supporting a smooth and positive transition of the relationship between Taranaki Whānui and the new entity.

Signed for and on behalf of Taranaki Whānui Limited Inc. by:

\_\_\_\_\_

Date: \_\_\_\_\_

Signed for and on behalf of Wellington Water Limited by:

\_\_\_\_\_

Date: \_\_\_\_\_



# SERVICES AND ASSISTANCE AGREEMENT

between

The Port Nicholson Block Settlement Trust  
| Taranaki Whānui Ki Te Upoko o Te Ika.  
(**“Taranaki Whānui”**)

and

Wellington Water Limited  
(**“WWL”** or **“Wellington Water”**)



## PARTIES

1. **The Port Nicholson Block Settlement Trust | Taranaki Whānui Ki Te Upoko o Te Ika (Taranaki Whānui) is a Post Settlement Governance Entity TARANAKI WHĀNUKI** with its registered office at Tramways Building, 1-3 Thorndon Quay, Wellington 6011 (company number: 2168135).
2. **Wellington Water Limited (WWL)**, a New Zealand incorporated company with its registered office at 25 Victoria Street, Petone, Lower Hutt (company number: 1337122).

## AGREEMENT

### BACKGROUND

- I. Wellington Water Limited (**WWL** or **Wellington Water**) is a Council Controlled Organisation (**CCO**) under the Local Government Act 2002 (**LGA**) and is the Wellington region's water services provider. It is responsible for managing the water infrastructure owned by the Shareholding Councils and delivering water services on their behalf.
- II. Taranaki Whānui, as the Post-Settlement Governance, is responsible for managing the collective interests of its members, including public, environmental, political, and strategic engagement on behalf of its uri Taranaki Whānui.
- III. Taranaki Whānui is a Mana Whenua Partner Entity (**MWPE**) for the purposes of the agreement between the Shareholding Councils of WWL (the **Shareholders' Agreement**) and has acceded to, and become a party to, that agreement (pursuant to clause 2 of the Shareholders' Agreement).
- IV. As a MWPE and member of the Wellington Water Committee, Taranaki Whānui plays a pivotal role in the governance of WWL and, as a mandated iwi authority, Taranaki Whānui plays a crucial role in the wider use and management of water in the region.
- V. WWL (including its Shareholding Councils) and Taranaki Whānui in each of their roles and functions are committed to giving effect to, and ensuring, Te Mana o te Wai. WWL recognises and respects the principles of the Treaty of Waitangi and has a statutory duty to take into account the principles of the Treaty of Waitangi under several statutes.



- VI. The purpose of this Agreement is to set out how the Parties will work together to advance te mana me te mauri o te wai in Te Upoko o te Ika ā Māui, and to outline the Services and Assistance that Taranaki Whānui provide WWL to assist it in performing its role and functions in a manner that is consistent with that objective.
- VII. This Agreement should be read alongside the Relationship Charter entered into by the Parties.

## 1. INTERPRETATION

- 1.1. In this Agreement, the following phrases and words shall have the following meanings:

**Fee** means the fee outlined in Schedule 1 for each Service Period for 100 hours of Services and Assistance.

**Fee Cap** is \$62,500 per Service Period.

**Execution Date** means the date that the Agreement is executed by both parties.

**Expiry Date** means 1 July 2028

**Services Period** means the periods outlined in Schedule 1

**Services and Assistance** means the services, deliverables, advice, input, assistance, engagement and expertise that Taranaki Whānui provides to WWL in relation to, arising out of, or in connection with, this Agreement.

**Request for Services and Assistance** means any request for Services and Assistance issued by WWL to Taranaki Whānui.

**Additional Fees** means fees for Services and Assistance charged in accordance with clause 6.

**Confidential Information** means confidential information as defined in clause 8.1.

**Shareholder Council** means any or all (as the case may be) of the local authorities who are a party to the Shareholders' Agreement, being Wellington



Regional Council, South Wairarapa District Council, Wellington City Council, Porirua City Council, Upper Hutt City Council or Hutt City Council.

**Statement of Claim** means the document prepared by Taranaki Whānui under clause 6 which outlines the Additional Fees claimed within the relevant Services Period and which complies with the requirements of clause 6 in form and substance.

**MWPE** means the mana whenua partner entities, as that term is defined in the Shareholders' Agreement, who have acceded to the Shareholders' Agreement.

**Relationship Charter** means the memorandum of understanding entered into between the Parties which outlines the values and principles of the relationship.

## 2. TERM

- 2.1. **Term:** This Agreement shall commence on the Execution Date and continue until the Expiry Date (the **Term**), unless terminated earlier in accordance with the provisions of this Agreement.
- 2.2. **Annual Review:** The Parties shall undertake an annual review of this Agreement to ensure its relevance and effectiveness, particularly in the context of any actual or anticipated structural changes to the water services sector.

## 3. PURPOSE

- 3.1. **Te Mana o te Wai:** The Parties acknowledge the central importance of Te Mana o te Wai, which refers to the fundamental importance of water and the recognition that protecting the health of freshwater protects the health and wellbeing of the wider environment.
- 3.2. **Purpose:** The Parties acknowledge and agree that the purpose of this Agreement, and Taranaki Whānui provision of the Services and Assistance to WWL under this Agreement, is to:
  - a. acknowledge Taranaki Whānui as kaitiaki of their rohe and the critical role Taranaki Whānui plays in achieving the shared aspirations of te mana me te mouri o te wai;



- b. ensure, as far as practicable, the development and management of the three waters networks in a manner that acknowledges and upholds the values, aspirations, strategic intentions and wider responsibilities of Taranaki Whānui and WWL;
- c. support the development of cultural and technical capability and capacity of both Parties; and
- d. to facilitate, ensure and encourage the early and meaningful engagement with Taranaki Whānui in relation to matters impacting three waters in the Wellington Region.

### 3.3. **Continued Recognition of Tikanga Māori and Te Mana o te Wai**

The Parties agree that tikanga Māori, kaitiakitanga, and the expression of Te Mana o te Wai as upheld by Taranaki Whānui shall remain central to this Agreement and its implementation.

## 4. NATURE OF ASSISTANCE AND SERVICES

4.1. **General:** The Parties acknowledge and agree that Taranaki Whānui assistance, input and expertise is required to enable WWL to:

- a. achieve its aspirations of safe and healthy water, respect for the environment and resilient water networks;
- b. give effect to Te Mana o te Wai in performing its functions and duties (including as a water services provider, in carrying out infrastructure projects, and in applying for and complying with consents); and
- c. understand, consider and have regard to the protocols of engagement, and Tikanga Māori practices of Taranaki Whānui as they relate to WWL's exercise of its function and duties.

4.2. **Taranaki Whānui to provide Services and Assistance:** Within each Services Period, Taranaki Whānui agrees to provide such assistance, input and expertise to enable it to achieve the outcomes in this Agreement, including clause 4.1 (the "**Services and Assistance**"). Taranaki Whānui obligation to provide Services and Assistance under this Agreement arises where:



- a. WWL initiates a request for Services and Assistance under clause 4.3; or
  - b. WWL accepts an offer of Services and Assistance under clause 4.4.
- 4.3. **Request for Services and Assistance:** At its discretion but having regard to the values and guiding principles outlined in the Relationship Charter and the purpose of this Agreement, WWL may request and, where requested, Taranaki Whānui will provide, the Services and Assistance during the Term of this Agreement.
- 4.4. **Offer of Services and Assistance:** Taranaki Whānui may, at any time, provide an offer of Services and Assistance to WWL in writing in relation to any matter. On receipt of such an offer, the Parties shall meet to discuss whether there is a need for Services and Assistance, having regard to the values and guiding principles in the Relationship Charter and the purpose of this Agreement. WWL may, at its discretion, accept or reject such an offer. Taranaki Whānui shall not commence any Services and Assistance in relation to the offer unless and until it is accepted by WWL in writing.
- 4.5. **Nature of Services and Assistance:** The Parties acknowledge that the precise scope and nature of the Services and Assistance is to be determined on a case-by-case, as-needed basis. Following a request under clause 4.3, the Parties will agree the precise scope and nature of the Services and Assistance that is required in the circumstances.
- The development of the scope of Services and Assistance shall be a collaborative process between the Parties, having regard to their respective expertise, the objectives of this Agreement, and the values and guiding principles of the Relationship Charter.
- 4.6. **Out-of-Scope Requests:** All Services and Assistance shall be subject to this Agreement, except where the Parties agree otherwise. The Parties may agree in writing that Services and Assistance provided by Taranaki Whānui will be provided outside of the scope of this Agreement (**Out-of-Scope Services**). Where Out-of-Scope Services are to be provided, the Parties shall agree in writing the terms and conditions that will apply to the Out-of-Scope Services.

## 5. FEE

- 5.1. **Fee:** WWL will pay Taranaki Whānui the Fee, as outlined in Schedule 1 on the date specified in Schedule 1, for each Services Period.



## 6. ADDITIONAL FEES

- 6.1. **Additional Fees:** Where the Services and Assistance requested by WWL exceeds 100 hours in a single Services Period, Taranaki Whānui shall be entitled to additional payment from WWL, provided that the total amount claimed by Taranaki Whānui in a Service Period shall not exceed the Fee Cap for that Service Period.
- 6.2. **Early Notification:** Where it is reasonably likely that a Request for Services and Assistance will result in Additional Fees, Taranaki Whānui shall, upon receiving the Request for Services and Assistance, and prior to proceeding with the Services and Assistance, notify WWL that the Request may result in Additional Fees. Such notification shall include an estimate of the likely amount of Additional Fees.
- 6.3. **WWL to advise whether to proceed:** Where WWL receives notification under clause 6.2, it shall respond by either confirming that Taranaki Whānui is to proceed with the Request for Services or withdrawing the Request for Services. Taranaki Whānui shall not proceed with the Request for Services unless it receives written confirmation from WWL that Taranaki Whānui is to proceed with the Request for Services.
- 6.4. **Statement of Claim for Additional Fees:** Where clause 6.1 applies, in addition to the requirements of clause 7, Taranaki Whānui shall provide a Statement of Claim for Additional Fees which:
- a. identifies the Services Period to which the Additional Fees relate;
  - b. identifies the relevant project or workstream to which the additional Services and Assistance relate;
  - c. identifies the specific Services and Assistance that Taranaki Whānui has provided in respect of the project or workstream in (b);
  - d. identifies the time in attendance in relation to those Services and Assistance;
  - e. identifies the total amount of Additional Fees;
  - f. identifies the due date for payment which shall be as specified in clause 6.5; and
  - g. is accompanied by a GST invoice for the amount of the Additional Fees.



- 6.5. **Due date for payment:** Except where the Additional Fees are disputed, WWL shall pay the Additional Fees on the 20<sup>th</sup> Working Day of the month following the end of the Services Period to which the Statement of Claim for Additional Fees relates. Where WWL disputes any part of the Statement of Claim for Additional Fees, WWL shall pay the undisputed amount on the Due Date for Payment of Additional Fees and the Parties shall proceed under clause 9 to resolve the dispute between them.

## 7. REPORTING REQUIREMENTS

- 7.1. **Services Period Report:** On the last day of the final month in each Service Period, Taranaki Whānui shall provide WWL a Services Period Report in the form outlined in Schedule 2, which outlines the Services and Assistance provided in the Services Period.
- 7.2. **Services Period Meeting:** After the Services Period Report is received by WWL, the Parties will meet to discuss the relationship between them, including what has gone well and any opportunities for improvement.
- 7.3. **Additional information:** Where requested, Taranaki Whānui shall provide such additional information that WWL may reasonably request in relation to any Services and Assistance provided by Taranaki Whānui where the information is available. For the avoidance of doubt, a request may not be considered reasonable where disclosure would compromise cultural sensitivity, an individual's reasonable expectation of privacy, or the rights of uri.

## 8. CONFIDENTIALITY AND INTELLECTUAL PROPERTY

- 8.1. **Confidentiality:** Subject to clause 8.2, each Party shall keep confidential, and make no disclosure of, all information obtained from the other Party under this Agreement, including (but not limited to), all information obtained in the course of, or in connection with, the provision of the Services and Assistance (the "Confidential Information").
- 8.2. **Exceptions:** Confidential Information may be disclosed by a Party if:
- disclosure is required by law;
  - that Confidential Information already is public knowledge other than as a result of a breach of clause 8.1 by that Party;
  - disclosure is to a professional advisor of that Party, such as a lawyer or accountant; or



- d. disclosure is to any Shareholder Council or MWPE.
- 8.3. **Prior notification and consultation:** if either Party is required by clause 8.2 to make a disclosure or announcement, it shall, before doing so:
- give the other Party the maximum notice reasonably practicable in the circumstances, specifying the requirement under which it is required to disclose the Confidential Information, and the precise Confidential Information which it is required to disclose;
  - comply with all reasonable directions by the other Party to contest or resist the requirement to disclose Confidential Information; and
  - consult in good faith (and in accordance with the values and principles of the Relationship Charter) with a view to agreeing upon the form and timing of the disclosure or announcement.
- 8.4. **Information retention:** Subject to the information retention requirements of each Party, each Party shall, promptly following the expiry or termination of this Agreement, destroy all Confidential Information of the other Party in its possession or control or, if requested by the other Party, return that information to the other Party.
- 8.5. **Pre-existing intellectual property:** Each Party retains ownership of all pre-existing intellectual property belonging to that Party.
- 8.6. **New intellectual property:** Any new intellectual property which is created as a result of, or in connection with, the provision of Services and Assistance, shall be jointly owned by the Parties.
- 8.7. **License:** Each Party grants the other a worldwide, perpetual, non-exclusive, irrevocable license to use any of the new intellectual property to receive and utilise the Services and Assistance for the purposes envisaged by this Agreement, provided that such use must be in accordance with this Agreement (including the Relationship Charter) and is subject to clause 8.8.
- 8.8. **Protections:** The Parties acknowledge that the intellectual property shared between them under, or in connection with, this Agreement is taonga and shall be used, protected and safeguarded in a manner that is consistent with the protection of mātauranga Māori, respect for tikanga Māori and upholding the rights of uri.



## 9. DISPUTE RESOLUTION

- 9.1. **Overarching Principles:** All disputes shall be resolved with due respect and regard for Tikanga Māori and in accordance with the guiding values and principles in the Relationship Charter. All dispute resolution processes under this clause must uphold Māori cultural principles and practices. Any appointed mediator must be well-versed in tikanga Māori, and tikanga-based resolution approaches are explored before formal mediation.
- 9.2. **Dispute:** If a dispute, disagreement, question or difference (“**Dispute**”) arises between the parties, then either party may notify the other party in writing setting out the particulars of the Dispute and requiring that the parties meet to attempt to resolve the Dispute in good faith and in accordance with the values and principles of the Relationship Charter.
- 9.3. **Continuation of performance:** Notwithstanding the Dispute, each party shall continue to perform their respective obligations in accordance with this Agreement.
- 9.4. **Mediation:** If the Parties are not able to resolve the Dispute within 20 Working Days of the delivery of the Dispute notice under clause 9.1, then either Party may refer the Dispute to mediation, by notice in writing to the other Party. The mediation will be conducted with a mediator appointed by agreement between the Parties. If the Parties cannot agree on a mediator, one will be appointed by the President of the Arbitrators and Mediators’ Institute of New Zealand or their nominee. The mediation shall be conducted having regard to the values and principles of the Relationship Charter.
- 9.5. **Alternative dispute resolution:** If the Dispute cannot be resolved in mediation, the Parties may refer the Dispute to other dispute resolution forums, including arbitration or Court proceedings. Where the dispute is referred by either Party to arbitration, the arbitrator shall be appointed by agreement between the Parties and, failing agreement, by the President of AMINZ or their representative. Any arbitration between the Parties shall be conducted in accordance with the Arbitration Act 1996 (except for clause 4 and 5 of the Second Schedule of the Arbitration Act) and the decision shall be final and binding.

## 10. TERMINATION



- 10.1. **Termination:** Either Party may terminate this Agreement at any time by giving the other Party 20 Working Days' notice in writing, subject to clause 10.2.
- 10.2. **Consequences of termination:**
- a. Expiry or termination of this Agreement does not affect any rights of the Parties which may have been accrued before the date of termination or expiry;
  - b. Where the Services and Assistance in the relevant Services Period has not exceeded 100 hours, as at the date that the termination becomes effective, Wellington Water will be required to pay the Services Period Fee on a pro rata basis commensurate with the date on which the Agreement is terminated;
  - c. Where the Services and Assistance in the relevant Services Period has exceeded 100 hours as at the date of termination, Wellington Water will pay:
    - i. The full Services Period Fee for the relevant period in which the Agreement is terminated; and
    - ii. Any Additional Fees for Services and Assistance that has been provided in accordance with this Agreement up to the date the termination is notified;
  - d. Where the Agreement is terminated while a Request for Services and Assistance is in progress or not yet completed, WWL shall advise Taranaki Whānui in writing whether it is instructed to complete the Request for Services and Assistance;
  - e. Where Taranaki Whānui is instructed to complete the Request for Services and Assistance the provisions of this Agreement that are necessary for the performance of those Requests for Services and Assistance shall survive as necessary to enable the performance or enforcement of those Requests for Services and Assistance; and
  - f. Each Party shall, promptly following the expiry or termination of this Agreement, destroy all Confidential Information of the other Party in its possession or control or, if requested by the other Party, return that information to the other Party. Notwithstanding this clause, both Parties shall be entitled to retain a copy of the Confidential Information as reasonably required to comply with its record keeping and governance obligations and/or within its backup computer archives.



## 11. GENERAL

- 11.1. **Notices:** Every notice or other communication (“Notice”) for the purposes of this Agreement shall be in writing and sent to the email address of the relevant Party.
- 11.2. **No legal partnership, joint venture:** Nothing in this Agreement shall create or evidence any legal partnership, joint venture, agency, trust or employer/employee relationship between the Parties and a Party may not make, or allow to be made, any representation that any such relationship exists between the Parties. A Party shall not have authority to act for, or to incur any obligation on behalf of, the other Parties, except as expressly provided for in this Agreement.
- 11.3. **Novation:** Taranaki Whānui acknowledges and accepts that this Agreement may be novated to another entity at any time during the Term. Where WWL intends to novate the Agreement, it shall notify Taranaki Whānui of this in writing. Appropriate measures will be undertaken to ensure a smooth and positive transition of the relationship between Taranaki Whānui and the new entity.
- 11.4. **Official Information:** Taranaki Whānui acknowledges and understands that Wellington Water is required to comply with the Local Government Official Information and Meetings Act 2002 (“LGOIMA”) and may be required to disclose information relevant to this Agreement or the Services and Assistance performed by Taranaki Whānui under that Act.
- 11.5. **Governing law:** This Agreement is governed by the laws of New Zealand and the Parties submit to the non-exclusive jurisdiction of the Courts of New Zealand in respect of any dispute or proceedings arising out of this Agreement.
- 11.6. **Entire Agreement:** This Agreement constitutes the entire agreement between the Parties relating to the subject matter of this Agreement.
- 11.7. **Amendments:** No amendment or variation of this Agreement shall be binding on the Parties unless it is in writing and signed by each of the Parties.



**EXECUTION**

Signed for and on behalf of Taranaki Whānui Inc. by:

\_\_\_\_\_

Date: \_\_\_\_\_

Signed for and on behalf of Wellington Water Limited by:

\_\_\_\_\_

Date: \_\_\_\_\_



## Schedule 1 Fees

WWL will pay TARANAKI WHĀNUI, in accordance with Clause 5 as set out below, for each Services Period as follows:

	<b>Services Period</b>	<b>Services Period Fee</b>	<b>Date for Payment</b>
1	1 July 2025 to 30 September 2025	\$30,000	20 October 2025
2	1 October 2025 to 31 December 2025	\$30,000	20 January 2026
3	1 January 2026 to 30 March 2026	\$30,000	20 April 2026
4	1 April 2026 to 30 June 2026	\$30,000	20 July 2026
5	1 July 2026 to 30 September 2026	\$30,000	20 October 2026
6	1 October 2026 to 31 December 2026	\$30,000	20 January 2027
7	1 January 2027 to 30 March 2027	\$30,000	20 April 2027
8	1 April 2027 to 30 June 2027	\$30,000	20 July 2027
9	1 July 2027 to 30 September 2027	\$30,000	20 October 2027
10	1 October 2027 to 31 December 2027	\$30,000	20 January 2028
11	1 January 2028 to 30 March 2028	\$30,000	20 April 2028
12	1 April 2028 to 30 June 2028	\$30,000	20 July 2028



## Schedule 2 Services Period Report

### Quarterly Report

Summary of engagement between Wellington Water and Taranaki Whānui Ltd between the period of (date) to(date), and summaries of our responses, comments, and positions on these consents.

Name	Activity	Comment	Timeline
<i>X Project</i>	<i>Type of activity e.g Resource Consent</i>	<i>Summary of engagement e.g Notified by WWL of resource consent application for X Project. Discussed x concern internally. Support application and provided consent conditions a, b and c.</i>	<i>Received 01/01/2025 Responded 02/01/2025</i>



## **RELATIONSHIP CHARTER**

**between**

**Te Rūnanga o Toa Rangatira Inc.  
(Rūnanga)**

**and**

**Wellington Water Limited (WWL)**



## Relationship Charter

### Purpose

The purpose of this Relationship Charter is to set out the relationship between Wellington Water Limited (WWL) and Te Rūnanga o Toa Rangatira (Rūnanga), to realise the potential benefits of working together to advance te mana me te mauri o te wai i te Ūpoko o te Ika a Maui.

### Parties to the Charter

- Wellington Water Limited; and
- Te Rūnanga o Toa Rangatira

### Te Rūnanga o Toa Rangatira

The vision of Te Rūnanga o Toa Rangatira is:

*“To promote the mana of Ngāti Toa Rangatira by enhancing the social, economic, educational, cultural and spiritual development of all tribal members, in an open and responsive manner by enabling them opportunities to attain their full potential for the benefit of the iwi and the community”.*

The Rūnanga is the entity representing Ngāti Toa Rangatira within the Wellington Water Limited boundaries. The Rūnanga is a non-profit incorporated society with charitable status. It is the mandated iwi authority for Ngāti Toa Rangatira and is the administrative body of iwi estates and assets.

### Wellington Water Limited

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

The significance of water sits at our organisational heart. Every day our people come to work and strive to deliver services and manage infrastructure in a way that provides the best outcomes for water, our communities, and our environment.



## Values that underpin this agreement

These expressions of kaupapa Māori values underpin this Relationship Charter.

### Mana Ōrite

Mana Ōrite recognises that each party to this charter has their own respective mana. Each party recognises the mana of the other and we aim to work together to make mutually beneficial decisions, in a collaborative way, that respects the authority and mana of the other party to the charter.

### Kaitiakitanga

Each party to this charter recognises the vital importance of the need to act as a kaitiaki of the environment. Each party has a duty to exercise kaitiakitanga in their own way. This value recognises the importance of kaitiakitanga as it relates to helping to realise our collective vision for te mana and te mauri o te wai.

### Kotahitanga

This value refers to the idea that we need to work together, in unity, with energy, enthusiasm and authenticity towards the achievement of common goals. This value articulates the importance of working collaboratively to achieve mutually beneficial outcomes.

### Manaakitanga

Manaakitanga is the foundation to a sound relationship. Generosity of spirit and in the way we treat, care for, and look after one another, even when things get tough, is a key value underpinning this relationship.

### Rangatiratanga

Rangatiratanga is the practice of people exercising their independence and determining their own choices and pathway. It respects the chieftainship that each party brings to the relationship and acknowledges that agreement may not always be possible on all issues. It reminds us that it is ok to have differences of opinion in a relationship that aims for collaboration and agreement.

### Whakapapa

This value acknowledges whakapapa as the basis of the relationship mana whenua iwi have with awa, the water and the environment. The importance of this deep whakapapa connection should not be underestimated and is acknowledged as a foundation for ongoing engagement.



## Whanaungatanga

Whanaungatanga is about the strength of our relationship and the effort we put into building and maintaining a sound foundation to work from. This value is about our human connections and is essential in binding people together. Whanaungatanga provides the foundation of a sense of belonging and cohesion.

## Te Reo and Tikanga Māori

Te Reo me ngā tikanga Māori underpin our working relationship. WWL will recognise and work to understand the diverse procedures and etiquette of each mana whenua entity established within WWL's area of service. We will follow Māori protocols of engagement and be open and willing to engage using Te Reo Māori and Tikanga Māori practices. We will all work to realise the aspirations of kui mā me koro mā.

## Guiding Objectives

Both parties will work together under this Relationship Charter to:

- Realise the values of this Relationship Charter.
- Acknowledge Ngāti Toa Rangatira as kaitiaki of their rohe,
- Ensure, as far as practicable the development and management of the three waters networks acknowledge and upholds the values, aspirations, strategic intentions, and wider responsibilities of Ngāti Toa Rangatira and WWL.
- Create collaborative solutions on projects, activities, and consent processes of mutual interest.
- Understand resource constraints and work together to triage priorities of both the Te Rūnanga o Toa Rangatira and WWL for engagement.
- Support the development of cultural and technical capability and capacity for both parties.
- WWL commits to early and meaningful engagement with Te Rūnanga o Toa Rangatira.
- WWL commits to supporting a smooth and positive transition of the relationship between Te Rūnanga o Toa Rangatira and the new entity.



Signed for and on behalf of Te Rūnanga o Toa Rangatira Inc. by:

\_\_\_\_\_

Date: \_\_\_\_\_

Signed for and on behalf of Wellington Water Limited by:

\_\_\_\_\_

Date: \_\_\_\_\_



# SERVICES AND ASSISTANCE AGREEMENT

between

Te Rūnanga o Toa Rangatira Inc.  
(**“Rūnanga”**)

and

Wellington Water Limited  
(**“WWL”** or **“Wellington Water”**)



## PARTIES

1. **Te Rūnanga o Toa Rangatira Incorporated (Rūnanga)**, a society incorporated under the Incorporated Societies Act 2022 with its registered office at 26 Ngatitōa Street, Takapuwhāia, Porirua (incorporated society number: 417771).
2. **Wellington Water Limited (WWL)**, a New Zealand incorporated company with its registered office at 25 Victoria Street, Petone, Lower Hutt (company number: 1337122).

## AGREEMENT

### BACKGROUND

1. Wellington Water Limited (**WWL** or **Wellington Water**) is a Council Controlled Organisation (**CCO**) under the Local Government Act 2002 (**LGA**) and is the Wellington region's water services provider. It is responsible for managing the water infrastructure owned by the Shareholding Councils and delivering water services on their behalf.
2. Te Rūnanga o Toa Rangatira (**Rūnanga**) is a society incorporated to manage political and public interests on behalf of Ngāti Toa Rangatira.
3. Rūnanga is a Mana Whenua Partner Entity (**MWPE**) for the purposes of the agreement between the Shareholding Councils of WWL (the **Shareholders' Agreement**) and has acceded to, and become a party to, that agreement (pursuant to clause 2 of the Shareholders' Agreement).
4. As a MWPE and member of the Wellington Water Committee, Rūnanga plays a pivotal role in the governance of WWL and, as a mandated iwi authority, Rūnanga plays a crucial role in the wider use and management of water in the region.
5. WWL (including its Shareholding Councils) and Rūnanga in each of their roles and functions are committed to giving effect to, and ensuring, Te Mana o te Wai. WWL recognises and respects the principles of the Treaty of Waitangi and has a statutory duty to take into account the principles of the Treaty of Waitangi under several statutes.



6. The purpose of this Agreement is to set out how the Parties will work together to advance te mana me te mauri o te wai i te Upoko o te Ika a Maui, and to outline the Services and Assistance that Rūnanga provide WWL to assist it in performing its role and functions in a manner that is consistent with that objective.
7. This Agreement should be read alongside the Relationship Charter.

## 1. INTERPRETATION

- 1.1. In this Agreement, the following phrases and words shall have the following meanings:

**Fee** means the fee outlined in Schedule 1 for each Service Period for 100 hours of Services and Assistance.

**Fee Cap** is \$62,500 per Service Period.

**Execution Date** means the date that the Agreement is executed by both parties.

**Expiry Date** means 1 July 2028

**Services Period** means the periods outlined in Schedule 1

**Services and Assistance** means the services, deliverables, advice, input, assistance, engagement and expertise that Rūnanga provides to WWL in relation to, arising out of, or in connection with, this Agreement.

**Request for Services and Assistance** means any request for Services and Assistance issued by WWL to Rūnanga.

**Additional Fees** means fees for Services and Assistance charged and calculated on an hourly basis in accordance with clause 6.

**Confidential Information** means confidential information as defined in clause 8.1.

**Shareholder Council** means any or all (as the case may be) of the local authorities who are a party to the Shareholders' Agreement, being Wellington Regional Council, South Wairarapa District Council, Wellington City Council, Porirua City Council, Upper Hutt City Council or Hutt City Council.



**Statement of Claim** means the document prepared by Rūnanga under clause 6 which outlines the Additional Fees claimed within the relevant Services Period and which complies with the requirements of clause 6 in form and substance.

**MWPE** means the mana whenua partner entities, as that term is defined in the Shareholders' Agreement, who have acceded to the Shareholders' Agreement.

**Relationship Charter** means the memorandum of understanding entered into between the Parties which outlines the values and principles of the relationship.

## 2. TERM

- 2.1. **Term:** This Agreement shall commence on the Execution Date and continue until the Expiry Date (the **Term**), unless terminated earlier in accordance with the provisions of this Agreement.
- 2.2. **Annual Review:** The Parties shall undertake an annual review of this Agreement to ensure its relevance and effectiveness, particularly in the context of any actual or anticipated structural changes to the water services sector.

## 3. PURPOSE

- 3.1. **Te Mana o te Wai:** The Parties acknowledge the central importance of Te Mana o te Wai, which refers to the fundamental importance of water and the recognition that protecting the health of freshwater protects the health and wellbeing of the wider environment.
- 3.2. **Purpose:** The Parties acknowledge and agree that the purpose of this Agreement, and Rūnanga provision of the Services and Assistance to WWL under this Agreement, is to:
  - a. acknowledge Rūnanga as kaitiaki of their rohe and the critical role Rūnanga plays in achieving the shared aspirations of te mana me te mauri o te wai;



- b. ensure, as far as practicable, the development and management of the three waters networks in a manner that acknowledges and upholds the values, aspirations, strategic intentions and wider responsibilities of Rūnanga and WWL;
- c. support the development of cultural and technical capability and capacity of both Parties; and
- d. to facilitate, ensure and encourage the early and meaningful engagement with Rūnanga in relation to matters impacting three waters in the Wellington Region.

### 3.3. **Continued Recognition of Tikanga Māori and Te Mana o te Wai**

The Parties agree that tikanga Māori, kaitiakitanga, and the expression of Te Mana o te Wai as upheld by Rūnanga shall remain central to this Agreement and its implementation.

## 4. NATURE OF ASSISTANCE AND SERVICES

- 4.1. **General:** The Parties acknowledge and agree that Rūnanga assistance, input and expertise is required to enable WWL to:
- a. achieve its aspirations of safe and healthy water, respect for the environment and resilient water networks;
  - b. give effect to Te Mana o te Wai in performing its functions and duties (including as a water services provider, in carrying out infrastructure projects, and in applying for and complying with consents); and
  - c. understand, consider and have regard to the protocols of engagement, and Tikanga Māori practices of Rūnanga as they relate to WWL's exercise of its function and duties.
- 4.2. **Rūnanga to provide Services and Assistance:** Within each Services Period, Rūnanga agrees to provide such assistance, input and expertise to enable it to achieve the outcomes in this Agreement, including clause 4.1 (the "**Services and Assistance**"). Rūnanga obligation to provide Services and Assistance under this Agreement arises where:
- a. WWL initiates a request for Services and Assistance under clause 4.3; or



- b. WWL accepts an offer of Services and Assistance under clause 4.4.
- 4.3. **Request for Services and Assistance:** At its discretion but having regard to the values and guiding principles outlined in the Relationship Charter and the purpose of this Agreement, WWL may request and, where requested, Rūnanga will provide, the Services and Assistance during the Term of this Agreement.
- 4.4. **Offer of Services and Assistance:** Rūnanga may, at any time, provide an offer of Services and Assistance to WWL in writing in relation to any matter. On receipt of such an offer, the Parties shall meet to discuss whether there is a need for Services and Assistance, having regard to the values and guiding principles in the Relationship Charter and the purpose of this Agreement. WWL may, at its discretion, accept or reject such an offer. Rūnanga shall not commence any Services and Assistance in relation to the offer unless and until it is accepted by WWL in writing.
- 4.5. **Nature of Services and Assistance:** The Parties acknowledge that the precise scope and nature of the Services and Assistance is to be determined on a case-by-case, as-needed basis. Following a request under clause 4.3, the Parties will agree the precise scope and nature of the Services and Assistance that is required in the circumstances.

The development of the scope of Services and Assistance shall be a collaborative process between the Parties, having regard to their respective expertise, the objectives of this Agreement, and the values and guiding principles of the Relationship Charter.

- 4.6. **Out-of-Scope Requests:** All Services and Assistance shall be subject to this Agreement, except where the Parties agree otherwise. The Parties may agree in writing that Services and Assistance provided by Rūnanga will be provided outside of the scope of this Agreement (**Out-of-Scope Services**). Where Out-of-Scope Services are to be provided, the Parties shall agree in writing the terms and conditions that will apply to the Out-of-Scope Services.

## 5. FEE

- 5.1. **Fee:** WWL will pay Rūnanga the Fee, as outlined in Schedule 1 on the date specified in Schedule 1, for each Services Period.



## 6. ADDITIONAL FEES

- 6.1. **Additional Fees:** Where the Services and Assistance requested by WWL exceeds 100 hours in a single Services Period, Rūnanga shall be entitled to additional payment from WWL, provided that the total amount claimed by Rūnanga in a Service Period shall not exceed the Fee Cap for that Service Period.
- 6.2. **Early Notification:** Where it is reasonably likely that a Request for Services and Assistance will result in Additional Fees, Rūnanga shall, upon receiving the Request for Services and Assistance, and prior to proceeding with the Services and Assistance, notify WWL that the Request may result in Additional Fees. Such notification shall include an estimate of the likely amount of Additional Fees.
- 6.3. **WWL to advise whether to proceed:** Where WWL receives notification under clause 6.2, it shall respond by either confirming that Rūnanga is to proceed with the Request for Services or withdrawing the Request for Services. Rūnanga shall not proceed with the Request for Services unless it receives written confirmation from WWL that Rūnanga is to proceed with the Request for Services.
- 6.4. **Statement of Claim for Additional Fees:** Where clause 6.1 applies, in addition to the requirements of clause 7, Rūnanga shall provide a Statement of Claim for Additional Fees which:
- a. identifies the Services Period to which the Additional Fees relate;
  - b. identifies the relevant project or workstream to which the additional Services and Assistance relate;
  - c. identifies the specific Services and Assistance that Rūnanga has provided in respect of the project or workstream in (b);
  - d. identifies the time in attendance in relation to those Services and Assistance;
  - e. identifies the total amount of Additional Fees;
  - f. identifies the due date for payment which shall be as specified in clause 6.5; and
  - g. is accompanied by a GST invoice for the amount of the Additional Fees.



- 6.5. **Due date for payment:** Except where the Additional Fees are disputed, WWL shall pay the Additional Fees on the 20<sup>th</sup> Working Day of the month following the end of the Services Period to which the Statement of Claim for Additional Fees relates. Where WWL disputes any part of the Statement of Claim for Additional Fees, WWL shall pay the undisputed amount on the Due Date for Payment of Additional Fees and the Parties shall proceed under clause 9 to resolve the dispute between them.

## 7. REPORTING REQUIREMENTS

- 7.1. **Services Period Report:** On the last day of the final month in each Service Period, Rūnanga shall provide WWL a Services Period Report in the form outlined in Schedule 2, which outlines the Services and Assistance provided in the Services Period.
- 7.2. **Services Period Meeting:** After the Services Period Report is received by WWL, the Parties will meet to discuss the relationship between them, including what has gone well and any opportunities for improvement.
- 7.3. **Additional information:** Where requested, Rūnanga shall provide such additional information that WWL may reasonably request in relation to any Services and Assistance provided by Rūnanga where the information is available. For the avoidance of doubt, a request may not be considered reasonable where disclosure would compromise cultural sensitivity, an individual's reasonable expectation of privacy, or the rights of uri.

## 8. CONFIDENTIALITY AND INTELLECTUAL PROPERTY

- 8.1. **Confidentiality:** Subject to clause 8.2, each Party shall keep confidential, and make no disclosure of, all information obtained from the other Party under this Agreement, including (but not limited to), all information obtained in the course of, or in connection with, the provision of the Services and Assistance (the "**Confidential Information**").
- 8.2. **Exceptions:** Confidential Information may be disclosed by a Party if:
- disclosure is required by law;
  - that Confidential Information already is public knowledge other than as a result of a breach of clause 8.1 by that Party;
  - disclosure is to a professional advisor of that Party, such as a lawyer or accountant; or
  - disclosure is to any Shareholder Council or MWPE.



- 8.3. **Prior notification and consultation:** if either Party is required by clause 8.2 to make a disclosure or announcement, it shall, before doing so:
- give the other Party the maximum notice reasonably practicable in the circumstances, specifying the requirement under which it is required to disclose the Confidential Information, and the precise Confidential Information which it is required to disclose;
  - comply with all reasonable directions by the other Party to contest or resist the requirement to disclose Confidential Information; and
  - consult in good faith (and in accordance with the values and principles of the Relationship Charter) with a view to agreeing upon the form and timing of the disclosure or announcement.
- 8.4. **Information retention:** Subject to the information retention requirements of each Party, each Party shall, promptly following the expiry or termination of this Agreement, destroy all Confidential Information of the other Party in its possession or control or, if requested by the other Party, return that information to the other Party.
- 8.5. **Pre-existing intellectual property:** Each Party retains ownership of all pre-existing intellectual property belonging to that Party.
- 8.6. **New intellectual property:** Any new intellectual property which is created as a result of, or in connection with, the provision of Services and Assistance, shall be jointly owned by the Parties.
- 8.7. **License:** Each Party grants the other a worldwide, perpetual, non-exclusive, irrevocable license to use any of the new intellectual property to receive and utilise the Services and Assistance for the purposes envisaged by this Agreement, provided that such use must be in accordance with this Agreement (including the Relationship Charter) and is subject to clause 8.8.
- 8.8. **Protections:** The Parties acknowledge that the intellectual property shared between them under, or in connection with, this Agreement is taonga and shall be used, protected and safeguarded in a manner that is consistent with the protection of mātauranga Māori, respect for tikanga Māori and upholding the rights of uri.



## 9. DISPUTE RESOLUTION

- 9.1. **Overarching Principles:** All disputes shall be resolved with due respect and regard for Tikanga Māori and in accordance with the guiding values and principles in the Relationship Charter. All dispute resolution processes under this clause must uphold Māori cultural principles and practices. Any appointed mediator must be well-versed in tikanga Māori, and tikanga-based resolution approaches are explored before formal mediation.
- 9.2. **Dispute:** If a dispute, disagreement, question or difference (“**Dispute**”) arises between the parties, then either party may notify the other party in writing setting out the particulars of the Dispute, and requiring that the parties meet to attempt to resolve the Dispute in good faith and in accordance with the values and principles of the Relationship Charter.
- 9.3. **Continuation of performance:** Notwithstanding the Dispute, each party shall continue to perform their respective obligations in accordance with this Agreement.
- 9.4. **Mediation:** If the Parties are not able to resolve the Dispute within 20 Working Days of the delivery of the Dispute notice under clause 9.1, then either Party may refer the Dispute to mediation, by notice in writing to the other Party. The mediation will be conducted with a mediator appointed by agreement between the Parties. If the Parties cannot agree on a mediator, one will be appointed by the President of the Arbitrators and Mediators’ Institute of New Zealand or their nominee. The mediation shall be conducted having regard to the values and principles of the Relationship Charter.
- 9.5. **Alternative dispute resolution:** If the Dispute cannot be resolved in mediation, the Parties may refer the Dispute to other dispute resolution forums, including arbitration or Court proceedings. Where the dispute is referred by either Party to arbitration, the arbitrator shall be appointed by agreement between the Parties and, failing agreement, by the President of AMINZ or their representative. Any arbitration between the Parties shall be conducted in accordance with the Arbitration Act 1996 (except for clause 4 and 5 of the Second Schedule of the Arbitration Act) and the decision shall be final and binding.

## 10. TERMINATION



- 10.1. **Termination:** Either Party may terminate this Agreement at any time by giving the other Party 20 Working Days' notice in writing, subject to clause 10.2.
- 10.2. **Consequences of termination:**
- a. Expiry or termination of this Agreement does not affect any rights of the Parties which may have been accrued before the date of termination or expiry;
  - b. Where the Services and Assistance in the relevant Services Period has not exceeded 100 hours, as at the date that the termination becomes effective, Wellington Water will be required to pay the Services Period Fee on a pro rata basis commensurate with the date on which the Agreement is terminated;
  - c. Where the Services and Assistance in the relevant Services Period has exceeded 100 hours as at the date of termination, Wellington Water will pay:
    - i. The full Services Period Fee for the relevant period in which the Agreement is terminated; and
    - ii. Any Additional Fees for Services and Assistance that has been provided in accordance with this Agreement up to the date the termination is notified;
  - d. Where the Agreement is terminated while a Request for Services and Assistance is in progress or not yet completed, Wellington Water shall advise Rūnanga in writing whether it is instructed to complete the Request for Services and Assistance;
  - e. Where Rūnanga is instructed to complete the Request for Services and Assistance the provisions of this Agreement that are necessary for the performance of those Requests for Services and Assistance shall survive as necessary to enable the performance or enforcement of those Requests for Services and Assistance; and
  - f. Each Party shall, promptly following the expiry or termination of this Agreement, destroy all Confidential Information of the other Party in its possession or control or, if requested by the other Party, return that information to the other Party. Notwithstanding this clause, both Parties shall be entitled to retain a copy of the Confidential Information as reasonably required to comply with its record keeping and governance obligations and/or within its backup computer archives.



## 11. GENERAL

- 11.1. **Notices:** Every notice or other communication (“Notice”) for the purposes of this Agreement shall be in writing and sent to the email address of the relevant Party.
- 11.2. **No legal partnership, joint venture:** Nothing in this Agreement shall create or evidence any legal partnership, joint venture, agency, trust or employer/employee relationship between the Parties and a Party may not make, or allow to be made, any representation that any such relationship exists between the Parties. A Party shall not have authority to act for, or to incur any obligation on behalf of, the other Parties, except as expressly provided for in this Agreement.
- 11.3. **Novation:** Rūnanga acknowledges and accepts that this Agreement may be novated to another entity at any time during the Term. Where WWL intends to novate the Agreement, it shall notify Rūnanga of this in writing. Appropriate measures will be undertaken to ensure a smooth and positive transition of the relationship between Rūnanga and the new entity.
- 11.4. **Official Information:** Rūnanga acknowledges and understands that Wellington Water is required to comply with the Local Government Official Information and Meetings Act 2002 (“LGOIMA”) and may be required to disclose information relevant to this Agreement or the Services and Assistance performed by Rūnanga under that Act.
- 11.5. **Governing law:** This Agreement is governed by the laws of New Zealand and the Parties submit to the non-exclusive jurisdiction of the Courts of New Zealand in respect of any dispute or proceedings arising out of this Agreement.
- 11.6. **Entire Agreement:** This Agreement constitutes the entire agreement between the Parties relating to the subject matter of this Agreement.
- 11.7. **Amendments:** No amendment or variation of this Agreement shall be binding on the Parties unless it is in writing and signed by each of the Parties.



**EXECUTION**

Signed for and on behalf of Te Rūnanga o Toa Rangatira Inc. by:

\_\_\_\_\_

Date: \_\_\_\_\_

Signed for and on behalf of Wellington Water Limited by:

\_\_\_\_\_

Date: \_\_\_\_\_



## Schedule 1 Fees

WWL will pay Rūnanga, in accordance with Clause 5 as set out below, for each Services Period as follows:

	<b>Services Period</b>	<b>Services Period Fee</b>	<b>Date for Payment</b>
1	1 July 2025 to 30 September 2025	\$30,000	20 October 2025
2	1 October 2025 to 31 December 2025	\$30,000	20 January 2026
3	1 January 2026 to 30 March 2026	\$30,000	20 April 2026
4	1 April 2026 to 30 June 2026	\$30,000	20 July 2026
5	1 July 2026 to 30 September 2026	\$30,000	20 October 2026
6	1 October 2026 to 31 December 2026	\$30,000	20 January 2027
7	1 January 2027 to 30 March 2027	\$30,000	20 April 2027
8	1 April 2027 to 30 June 2027	\$30,000	20 July 2027
9	1 July 2027 to 30 September 2027	\$30,000	20 October 2027
10	1 October 2027 to 31 December 2027	\$30,000	20 January 2028
11	1 January 2028 to 30 March 2028	\$30,000	20 April 2028
12	1 April 2028 to 30 June 2028	\$30,000	20 July 2028



## Schedule 2 Services Period Report

### Quarterly Report

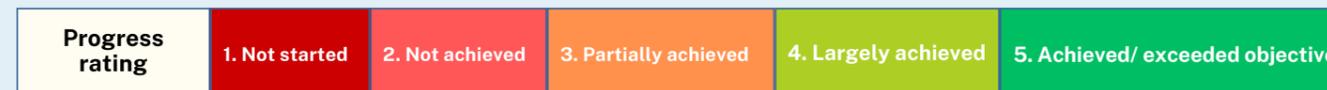
Summary of engagement between Wellington Water and (iwi entity) between the period of (date) to(date), and summaries of our responses, comments, and positions on these consents.

<b>Name</b>	<b>Activity</b>	<b>Comment</b>	<b>Timeline</b>
<i>X Project</i>	<i>Type of activity e.g Resource Consent</i>	<i>Summary of engagement e.g Notified by WWL of resource consent application for X Project. Discussed x concern internally. Support application and provided consent conditions a, b and c.</i>	<i>Received 01/01/2025 Responded 02/01/2025</i>

**Wellington Water Strategic Outcome 1: Wellington Water is a strong and capable organisation ready to fold into a new asset-owning entity**

*We will enhance organisational capability in the lead-up to the new entity.*

**No changes to objectives.**



Objective	Objective performance	Forecast progress rating to 30 June 26 Overall objective	Q1 action	Quarterly action performance	Progress rating Q1 Action
-----------	-----------------------	---	-----------	------------------------------	---------------------------

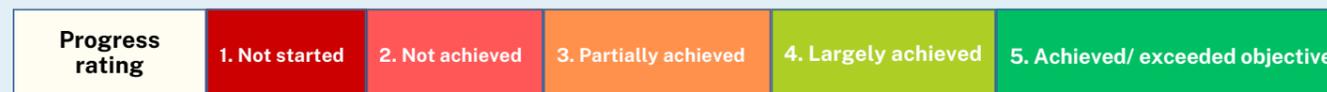
**Outcome 1.1: We will enhance organisational capability in the lead-up to the new entity**

<p><b>1.1a:</b> Update and develop technology systems and increase capability - Technology Systems Investment Programme</p>	<p>Objective - Information management negotiations and contract sign-off.</p> <p><b>Action not taken:</b> Information management contract sign-off.</p> <p>Why: Wellington Water Legal Review of the contract still in progress, negotiations have taken longer than anticipated.</p> <p>When will it be completed: October 2025 - Q2 2025/26</p> <p>Objective: Request for Proposal Towers - Procurement Phase. Engaging with Technology Systems Investment Programme's Tower suppliers and completing negotiations.</p> <p><b>Action not taken:</b> Completion of evaluation and negotiations with preferred suppliers.</p> <p>Why: Increased responses received from the market, higher than initially anticipated, have impacted timelines for validation and evaluation work.</p> <p>When will it be completed: December 2025 - Q2 2025/26</p>	<p>4. Largely achieved</p>	<p>Request for Proposal to market</p>	<p>The Information Management contract negotiations are completed with the preferred supplier. Work stream kick-off workshops are scheduled for the week commencing 13 October 2025.</p> <p>The major 'Towers' Request for Proposal (RFP) is in the evaluation stage and on track with validation and moderation completed for the 8 Towers (asset, finance, health and safety, programme and project management, customer, billing, HR and payroll). Although timelines remain tight, the Programme remains on track to complete the Procurement Phase in December 2025.</p> <p>Vendor presentations are scheduled to complete late November 2025, and contract negotiations will commence on 28 November. Approval of the Technology Systems Investment Programme's contract(s) is scheduled for the combined Wellington Water and Metro Water Board meeting on 15 December and the Tower contracts awarded by 17 December.</p> <p>The critical milestones in this procurement phase are the approval of the RFP Evaluation Report, which will recommend the preferred suppliers to enter negotiation with, and then approval of the contracts. The key risk to the programme's timeline is the timely approval of the contract(s).</p> <p>The Programme is planning the first Independent Quality Assurance assessment in November 2025, completing an independent baseline assessment of the Programme, providing assurance that the Programme is setting itself up to successfully deliver the required outcomes.</p>	<p>4. Largely achieved</p>
---	---	----------------------------	---------------------------------------	--	----------------------------

**Wellington Water Strategic Outcome 1: Wellington Water is a strong and capable organisation ready to fold into a new asset-owning entity**

*We will enhance organisational capability in the lead-up to the new entity.*

**No changes to objectives.**



Objective	Objective performance	Forecast progress rating to 30 June 2026 <i>Overall objective</i>	Q1 action	Quarterly action performance	Progress rating Q1 Action
<b>Outcome 1.1: We will enhance organisational capability in the lead-up to the new entity</b>					
<b>1.1b:</b> Prepare an Interim Capability Roadmap (numbers, process, systems) to de-risk our financial reporting	The Finance team has been restructured to address known capability gaps. System needs have been scoped and fed into the Technology Systems Investment Programme. <b>Action not taken:</b> Development of a capability roadmap. Why: No resourcing available. When will it be completed: This action is likely to be completed as part of Metro Water implementation.	2. Not achieved	Financial systems scoping as part of the Technology Systems Investment	Finance system scoping, including supply chain and billing, has been completed and included in the Technology Systems Request for Proposal.	5. Achieved/ exceeded objective
<b>1.1c:</b> As required, support the development of the Water Services Delivery Plan in preparation for the new entity	Wellington Water reviewed and provided feedback on the draft Water Services Delivery Plan before it was submitted to the Department of Internal Affairs. Relevant feedback was incorporated into the final version. With the submission of the Plan, this objective is largely completed, subject to approval by the Department Wellington Water is now engaging with the Metro Water Establishment team on the support required as they move into implementation, for example, the Water Services Strategy. This may require new objectives to be added to the company business plan.	4. Largely achieved	As required to support transition timelines	Councils submitted their joint Water Services Delivery Plan for the metro Wellington region to the Department of Internal Affairs for approval.	5. Achieved/ exceeded objective

**Wellington Water Strategic Outcome 1: Wellington Water is a strong and capable organisation ready to fold into a new asset-owning entity**

*We will enhance organisational capability in the lead-up to the new entity.*

No changes to objectives.



Objective	Objective performance	Forecast progress rating to 30 June 2026 <i>Overall objective</i>	Q1 action	Quarterly action performance	Progress rating Q1 Action
-----------	-----------------------	--	-----------	------------------------------	------------------------------

**Outcome 1.1: We will enhance organisational capability in the lead-up to the new entity**

<p><b>1.1d:</b> Create and implement a change framework for coordinated and systematic delivery of changes</p>	<p>Improved coordination and systematic delivery across major changes programmes including Technology Systems Investment, Transition to Metro Water and the Culture and Value for Money Improvement Plan through appointments to key roles, more formalised structures and reporting, strengthened relationships and communications.</p> <p><b>Action not taken:</b> Development of a Change Framework.</p> <p>Why: Limited resourcing and other priorities.</p> <p>When will it be completed: Stocktake of all change initiatives across the organisation will be completed in Q2 2025/26. A Change Framework will be completed in alignment with Metro Water and the Technology Systems Investment Programme.</p>	<p>3. Partially achieved</p>	<p>Define how we positively influence transition through the improvement plan</p>	<p>Actions under the Improvement Plan are strengthening foundations that Metro Water will pick up from Wellington Water. Wellington Water Transition planning and resource requirements are aligned with Metro Water Establishment team approach.</p> <p>Change programme elements are being collated and prioritised to supplement the Culture and Value for Money Improvement Plan through Transition work with the Metro Water Establishment Team.</p> <p>This includes the Asset Management Framework implementation, which has included making structural changes for alignment and clear accountabilities for process and information flows across the organisation. Technology Systems Investment change plan is also a major change programme.</p>	<p>4. Largely achieved</p>
<p><b>1.1e:</b> Engage with Watercare specifically to identify and convert practical future synergies</p>	<p>Expect to continue to engage with Watercare to identify and convert practical future synergies across all levels of our organisation.</p>	<p>4. Largely achieved</p>	<p>Explore opportunities</p>	<p>Wellington Water staff visited the Māngere Wastewater Treatment Plant and viewed several technologies and processes that have potential for improving treatment outcomes at treatment facilities.</p> <p>Watercare have engaged with the transition team's finance workstream to explore information sharing opportunities. Also engaged with Watercare over water metering issues (e.g. types of meters, boxes, etc).</p>	<p>4. Largely achieved</p>

**Wellington Water Strategic Outcome 2: Water services are affordable and provide value**

*Strengthened mechanisms for demonstrating value for money, strengthen the control and oversight of our suppliers and strengthen commercial and procurement competency and capability across the organisation that drives a focus on delivery of value for money.*

No changes to objectives.



Objective	Objective performance	Forecast progress rating to 30 June 2026 <i>Overall objective</i>	Q1 action	Quarterly action performance	Progress rating Q1 Action
<b>Outcome 2.1: Strengthen mechanisms for demonstrating value for money</b>					
<b>2.1a:</b> Create healthy competition and establish clear benchmarks for what jobs should cost in the open market through putting more projects and contracts out to competitive bidding	Forecast progress to 30 June 2026 is currently on track to largely achieve objective.	4. Largely achieved	Make an assessment of the percentage of work that will be tendered through the panel versus open market	<p>Projects and contracts in Q1 2025/26 have been subject to commercial tension, with both open and closed tenders issued via GETS in line with our procurement principles and policy. Data capture and analysis processes are underway to improve the robustness of reporting and provide greater visibility across procurement activities and commercial performance.</p> <p><b>Action not taken:</b> Full implementation of end-to-end procurement reporting and capability training.</p> <p>Why: Further refinement is required to embed new processes, define consistent reporting metrics, and align capability development with the revised procurement framework.</p> <p>When will it be completed: Training is continuous and forms part of an operating rhythm.</p>	4. Largely achieved
<b>Outcome 2.2: Strengthen the control and oversight of our suppliers</b>					
<b>2.2a:</b> Implement value-focused performance metrics and regular reviews of performance against these for consultants and contractors	Forecast progress to 30 June 2026 is currently on track to partially achieve objective.	3. Partially achieved	Commence	<p>No change. Tendering has been undertaken in accordance with the procurement policy, with open tendering driving value for money. Contracts are supervised in accordance with the Construction Contracts Act and NZS391 requirements, payment is only made if works are completed in line with the specifications and contract conditions.</p> <p>Value focused metrics and performance KPI's are being developed and will likely be in place in Q2 2025/26.</p>	3. Partially achieved
<b>2.2b:</b> Implement a value-focused performance framework for the Operations and Maintenance Alliance that also includes pain/gain sharing	Framework on track for implementation by Q2 2025/26 that strengthens the control and oversight of the Alliance.	5. Achieved/ exceeded objective	Performance of the Alliance is published and briefed to the Wellington Water Board	<p>Briefings to Board and Water Committee on Operations and Maintenance Alliance performance undertaken in August/September 2025 by Chief Operating Officer.</p> <p>Operations and Maintenance Alliance formal monthly performance reporting commenced on 1 July 2025. The report will be publicly available from November 2025 to provide transparency.</p>	4. Largely achieved

**Wellington Water Strategic Outcome 2: Water services are affordable and provide value**

*Strengthened mechanisms for demonstrating value for money, strengthen the control and oversight of our suppliers and strengthen commercial and procurement competency and capability across the organisation that drives a focus on delivery of value for money.*

**No changes to objectives.**



Objective	Objective performance	Forecast progress rating to 30 June 2026 <i>Overall objective</i>	Q1 action	Progress made this quarter	Progress rating Q1 Action
-----------	-----------------------	--	-----------	----------------------------	------------------------------

**Outcome 2.3: Strengthen commercial and procurement competency and capability across the organisation that drives a focus on delivery of value for money**

<p><b>2.3a:</b> Strengthen the Commercial and Procurement competency and functions for Wellington Water</p>	<p>Enhanced commercial governance and value creation through improved contract management frameworks and performance monitoring. Quantity Surveyor services delivering value across multiple business units. Procurement capability uplift progressing with comprehensive training programme developed and ready for deployment.</p> <p><b>Action not taken:</b> Procurement training programme rollout.</p> <p>Why: Additional development time required to ensure content is appropriately tailored for different audiences based on focus group feedback.</p> <p>When will it be completed: Early November 2025 for initial rollout with targeted sessions following through Q2 2025/26.</p>	<p>4. Largely achieved</p>	<p>Deliver training in the Procurement Policy and associated processes to staff with financial delegations. Front load our procurement with external advisers e.g. Quantity Surveying and value engineering.</p>	<p>Focus group sessions held in August 2025 with key personnel across the business to refine procurement training content and approach, collaborating with internal engagement team to develop training for all staff with phased delivery (general procurement training followed by targeted sessions with specific teams).</p> <p>Quantity Surveyor services were successfully procured and onboarded in August 2025 with good uptake from Capital Delivery, Strategy &amp; Planning, and Treatment and Control Systems, providing estimation, oversight, and value engineering across projects, with base set of rates completed.</p> <p><b>Action not taken:</b> Training release.</p> <p>Why: The focus group insights identified the need for targeted training sessions, requiring additional time to develop appropriate content for different audiences.</p> <p>When will it be completed: The procurement training rollout is planned for early November 2025. Quantity Surveyor services engagement is already in progress and ongoing.</p>	<p>4. Largely achieved</p>
---	---	----------------------------	--	--	----------------------------

**Wellington Water**  
 Culture and Value for Money  
 Improvement Plan  
 Final Quarterly Progress Report - Q1 2025/26

**Wellington Water Strategic Outcome 3: Communities receive reliable three waters services**

*Orthodox organisational model with clear purpose and lines of accountability, a strengthened culture of raising issues and overall awareness of controls, and strengthened governance oversight and assurance internally and externally.*

**No changes to objectives.**

Progress rating	1. Not started	2. Not achieved	3. Partially achieved	4. Largely achieved	5. Achieved/ exceeded objective
-----------------	----------------	-----------------	-----------------------	---------------------	---------------------------------

Objective	Objective performance	Forecast progress rating to 30 June 2026 <i>Overall objective</i>	Q1 action	Quarterly action performance	Progress rating Q1 Action
<b>Outcome 3.1: Orthodox organisational model with clear purpose and lines of accountability</b>					
<b>3.1a:</b> Implement improvements to asset management practice with a no-regrets basis covering the following: - Implementation of asset management framework - Supporting Technology Systems Investment - Data quality	Executive Leadership Team commitment to the implementation of the Asset Management Framework, with practical implementation to be delivered as a business improvement project.  <b>Action not taken:</b> Resourcing the implementation team for core task - Asset Management process discovery, development, and deployment.  Why: Scope of work is being evaluated and its alignment with complementary transformation workstreams.  When will it be completed: Q2 2025/26 - priority order for the discovery and development of processes.	3. Partially achieved	Deliver against action plan	Asset Management Framework role responsibilities, governance, and working groups defined as key foundations to support the implementation of the Asset Management Framework, with practical implementation (process discovery and mapping) to be delivered as a business improvement project.  <b>Action not taken:</b> Finalisation of the Asset Management Framework business improvement project plan  Why: Limited resourcing to apply to this activity in the context of supporting the transition to new water organisations and other initiatives such as the Technology Systems Improvement Programme.  When will it be completed: Project plan to be completed in Q2 2025/26.	3. Partially achieved
<b>3.1b:</b> Document a process and control framework that outlines the key elements and workflows that are involved in running a water services organisation and implement changes to critical assurance and control processes identified through internal audit	Process and control framework implemented into the existing internal policy and process-controlled system.  <b>Action not taken:</b> Alignment of function and accountability to activity.  Why: Other transformation and change activities in the business.  When will it be completed: End of Q2 2025/26.	3. Partially achieved	Commence critical process improvements	Critical process improvements identified - financial, asset management, and technology systems.  <b>Action not taken:</b> Formal process improvements.  Why: Resourcing and restructuring within critical functional areas.  Expected to commence in Q2 2025/26.	3. Partially achieved
<b>3.1c:</b> Develop and implement group purpose statements	Performance of the group business plans will be managed through business performance process with a focus on issues and/or risks to achieving the objectives.	5. Achieved/ exceeded objective	Implement through group business plans	Purpose statements were developed for each group in the organisation in alignment with the organisation purpose.  These statements were used to develop the respective group business plans to provide clear purpose and delivery against accountabilities and objectives.	5. Achieved/ exceeded objective

**Wellington Water Strategic Outcome 3: Communities receive reliable three waters services**

*Orthodox organisational model with clear purpose and lines of accountability, a strengthened culture of raising issues and overall awareness of controls, and strengthened governance oversight and assurance internally and externally.*

No changes to objectives.

Progress rating	1. Not started	2. Not achieved	3. Partially achieved	4. Largely achieved	5. Achieved/ exceeded objective
-----------------	----------------	-----------------	-----------------------	---------------------	---------------------------------

Objective	Objective performance	Forecast progress rating Overall objective	Q1 action	Quarterly action performance	Progress rating Q1 Action
-----------	-----------------------	--	-----------	------------------------------	---------------------------

**Outcome 3.1: Orthodox organisational model with clear purpose and lines of accountability**

<b>3.1d:</b> Implement good practice approaches for recognising and rewarding values-based staff actions	<p>The outcome of creating an ‘Orthodox organisational model with clear purpose and lines of accountability’ has been completed. The organisation was restructured in February 2025, introducing a clearer functional structure aligned to a more orthodox organisational structure. It was also designed to create clearer group purpose and accountabilities.</p> <p>The subsequent quarterly actions intended to embed ongoing cultural improvement have now been completed.</p>	5. Achieved/ exceeded objective	Revise the Internal Communication Strategy and incorporate methods to recognise and reinforce values-based actions	Last quarter saw the establishment of formalised mechanisms for Executive Leadership Team members to regularly acknowledge staff contributions in their written communications and wider Groups engagement. They’re designed to recognise values-based actions.	5. Achieved/ exceeded objective
--	---	---------------------------------	--	---	---------------------------------

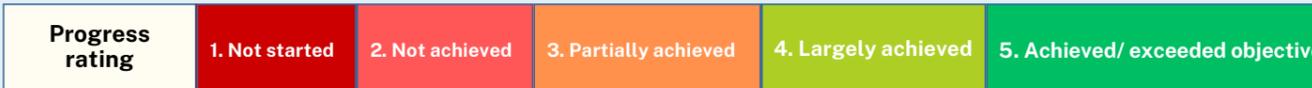
**Outcome 3.2: Strengthened culture of raising issues and overall awareness of controls**

<b>3.2a:</b> Communicate with staff through staff meetings and messages the importance of speaking up and raising risks early	Forecast progress to 30 June 2026 is currently on track to achieve or exceed objective.	5. Achieved/ exceeded objective	Initiate a set of staff workshops	<p>Ongoing communications from the Chief Executive and the Executive Leadership Team continue to reinforce and encourage staff to speak up and raise risks early.</p> <p>In August 2025, we updated the Protected Disclosures Policy and the updated policy has been communicated to all staff as part of the roll-out.</p>	5. Achieved/ exceeded objective
<b>3.2b:</b> The Code of Conduct is reviewed to include positive, value-reinforcing behaviours across the organisation	The revised Code of Conduct is now adopted into the onboarding and induction of new staff.	5. Achieved/ exceeded objective	No further action required	<p>A review of the Code of Conduct was undertaken in Q4 2024/25. The Code of Conduct for internal contractors/consultants was also reviewed and updated. This includes removal of company values, as contractual relationships are based on merit (cost and performance). It includes further clarity on demonstrating value for money.</p> <p>No further action required.</p>	5. Achieved/ exceeded objective

**Wellington Water Strategic Outcome 3: Communities receive reliable three waters services**

*Orthodox organisational model with clear purpose and lines of accountability, a strengthened culture of raising issues and overall awareness of controls, and strengthened governance oversight and assurance internally and externally.*

**No changes to objectives.**



Objective	Objective performance	Forecast progress rating	Q1 action	Quarterly action performance	Progress rating Q1 Action
<b>Outcome 3.2: Strengthened culture of raising issues and overall awareness of controls</b>					
<b>3.2c:</b> Review the existing Protected Disclosures 'Speak Up' Policy, including disclosure requirements that extend beyond just staff, and the Items of Significance Policy to ensure they are easily understood and have mechanisms in place to use	Forecast progress to 30 June 2026 is currently on track to achieve or exceed objective.	<b>5. Achieved/ exceeded objective</b>	Review policies	<p>Approved 'Protected Disclosures' policy was communicated via the staff newsletter and the staff intranet. A quiz was held to engage people with the policy. Policy has been uploaded into Q-Pulse. Reciprocal for Protected Disclosures is available.</p> <p>The 'Items of Significance' policy has been updated and is waiting for ELT approval.</p> <p><b>Actions not taken:</b> ELT approval of the 'Items of Significance' policy and development of a short training video introducing the two policies for staff and new employees.</p> <p>Why: Delayed progress due to other priorities, including staff availability. The training video couldn't be developed as the 'Items of Significance' policy hasn't been approved yet.</p> <p>When will it be completed: Q2 2025/26.</p>	<b>4. Largely achieved</b>
<b>Outcome 3.3: Strengthen governance oversight and assurance internally and externally</b>					
<b>3.3a:</b> Improve assurance through improving the quality and content of information provided to, and reporting products from, the Risk and Assurance function	Within the resources allocated uplift in assurance and performance reporting to Executive Leadership and Board and Commerce Commission. Stronger focus applied to assurance of the quality and content of information provided by the organisation.	<b>4. Largely achieved</b>	Assurance provided to Wellington Water Board over the implementation of the Improvement Plan	<p>Improvement Plan performance and assurance process have been implemented. Reporting of plan and performance were provided to the Wellington Water Board and Wellington Water Committee. Additional assurance provided through the internal audit programme with a focus on corporate financial transactions and controls, Alliance financial cost, procurement and purchasing, contract management, fraud and sensitive expenditure, and capital project management.</p> <p>Internal audit programme is on track to deliver assurance and performance insight to the Audit committee.</p>	<b>4. Largely achieved</b>

**Wellington Water**  
 Culture and Value for Money  
 Improvement Plan  
 Final Quarterly Progress Report - Q1 2025/26

**Wellington Water Strategic Outcome 3: Communities receive reliable three waters services**

*Orthodox organisational model with clear purpose and lines of accountability, a strengthened culture of raising issues and overall awareness of controls, and strengthened governance oversight and assurance internally and externally.*

**No changes to objectives.**

Progress rating	1. Not started	2. Not achieved	3. Partially achieved	4. Largely achieved	5. Achieved/ exceeded objective
-----------------	----------------	-----------------	-----------------------	---------------------	---------------------------------

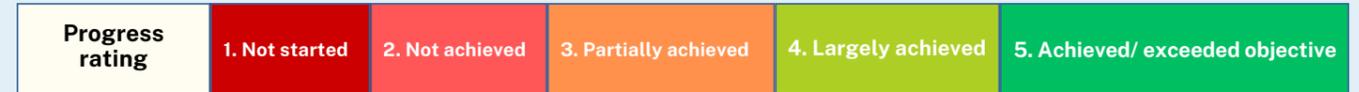
Objective	Objective performance	Forecast progress rating Overall objective	Q1 action	Quarterly action performance	Progress rating Q1 Action
<b>Outcome 3.3: Strengthen governance oversight and assurance internally and externally</b>					
<b>3.3b:</b> Report on the implementation of the Improvement Plan	On track to report Q1 2025/26 implementation plan by 31 October 2025 to the Commerce Commission.	5. Achieved/ exceeded objective	Performance is published and briefed to the Wellington Water Board and Water Committee	Performance has been reported to the Water Committee on 25 July and 26 September, and the Wellington Water Board on 15 August. The Water Committee papers are available via Hutt City Council’s website. Performance reporting will be published via the new performance and reporting webpage on the Wellington Water website.	5. Achieved/ exceeded objective
<b>3.3c:</b> Meet the Foundational Information Disclosure Requirements from the Commerce Commission	The first formal disclosure is due on 31 October 2025. New processes have been developed and will meet the requirements set out in the disclosure. Improvements were made to the external website to make it easier for the public to source performance and reporting information.	5. Achieved/ exceeded objective	Establish reporting	First requirements of the disclosure were met in September 2025. The Commerce Commission's feedback on the draft plans were received and already included in next version of products.	5. Achieved/ exceeded objective
<b>3.3d:</b> Simplify the internal management framework by reviewing existing Management Committee Framework and implement changes	Future quarterly actions will continue to streamline the framework. This is expected to be completed by the end of Q4 2025/26.	5. Achieved/ exceeded objective	Further streamline	Reviewed the current list of internal management committees, identified some meetings that can be formally disbanded, developed a template Terms of Reference, including a list of types of meetings.  <b>Action not taken:</b> A stocktake of management meetings initiated since the initial review, formal disestablishment of the management meetings that can be closed.  Why: Time has been prioritised on other activities within the organisation  When will it be completed: End of Q3 2025/26.	3. Partially achieved

**Wellington Water**  
 Culture and Value for Money  
 Improvement Plan  
 Final Quarterly Progress Report - Q1 2025/26

**Wellington Water Strategic Outcome 4: Services delivered by Wellington Water are compliant**

*Maintain a relentless focus on effective fluoridation in both the short and long term, strengthen the control and oversight of our suppliers, and strengthened financial controls that protect the integrity of financial transactions.*

No changes to objectives.



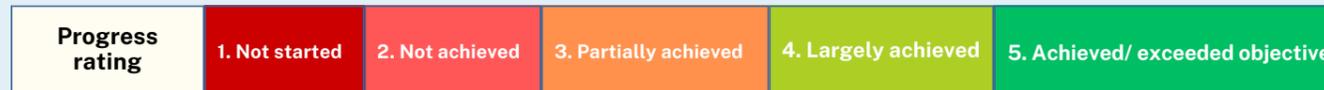
Objective	Objective performance	Forecast progress rating Overall objective	Q1 action	Quarterly action performance	Progress rating Q1 Action
<b>Outcome 4.1: Maintain a relentless focus on effective fluoridation in both the short and long term</b>					
<p><b>4.1a:</b> The 2022 Phase 1 response focused on restoring full fluoridation to the Wellington region's drinking water supply with containerised solutions with a lifespan of 7 years. This has given time for Phase 2 to be well planned and invested in through the LTP. The objective is to establish permanent fluoride dosing systems at all four Drinking Water Treatment Plants, ensuring they are safe for operators and capable of consistently meeting WWL's fluoride performance targets.</p>	<p>Forecasting to complete the business case in Q2 2025/26. The intention is to provide investment requirements which are included in a future Water Services Strategy by Metro Water. The target has been for this to be for the 2027-37 investment period but this may change as the plan for the completion of that Strategy is prepared.</p>	3. Partially achieved	<p>Develop a multi-year programme of work and associated business case</p>	<p>Further work on key business case elements for Phase 2 have been undertaken.</p> <p>Stakeholder and mana whenua engagement commenced to enable a consistent long term relationship. A multi-year programme of work has been identified.</p> <p><b>Action not taken:</b> Completing the business case.</p> <p>Why: Resourcing constraints.</p> <p>When will it be completed: Q2 2025/26.</p>	3. Partially achieved

**Wellington Water**  
 Culture and Value for Money  
 Improvement Plan  
 Final Quarterly Progress Report - Q1 2025/26

**Wellington Water Strategic Outcome 4: Services delivered by Wellington Water are compliant**

*Maintain a relentless focus on effective fluoridation in both the short and long term, strengthen the control and oversight of our suppliers, and strengthened financial controls that protect the integrity of financial transactions.*

No changes to objectives.



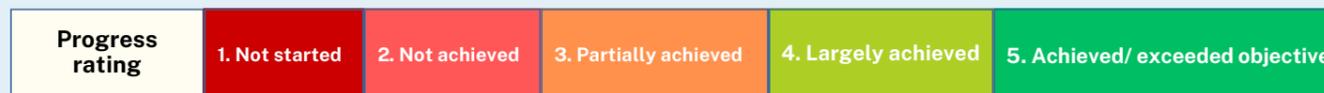
Objective	Objective performance	Forecast progress rating <i>Overall objective</i>	Q1 action	Quarterly action performance	Progress rating Q1 Action
<b>Outcome 4.2: Strengthen the control and oversight of our suppliers</b>					
<b>4.2a:</b> Improve Wastewater Treatment Plant compliance	<p>Numerous projects improving compliance outcomes are currently in delivery.</p> <p>The majority are either on track or ahead of the Long Term Plan with a couple of exceptions.</p> <p>Compliance is forecast to improve as the capital investments are implemented as per the Long Term Plan investment profile, these extend over a number of years.</p>	<b>3. Partially achieved</b>	Provide assurance to Board that the compliance projects are on track	<p>Monthly update on treatment compliance is provided to the Wellington Water Board with dashboards, these dashboards provide commentary on compliance projects where appropriate. Further reporting of projects is provided to the Board via the Major Project Committee.</p> <p>The Wellington Water Board visited the Porirua Wastewater Treatment Plant where we discussed activities underway and challenges faced by aging assets. This visit provided assurance to the Board that the projects were appropriately prioritised.</p> <p>The Board was informed that there has been increased resourcing for managing capital renewals delivery. They were also informed that the Contract Team have received additional resources, enabling greater focus on monitoring contract performance, which has resulted in 15 breach notices issued to Veolia in Q1 2025/26 and a financial penalty. These breaches and offsets were also reported to the Board.</p> <p>Capital renewals will improve the long-term reliable compliance of the plants. The breach process within the contract will drive appropriate behaviours and appropriate prioritisation from Veolia to improve compliance performance.</p> <p>We are delivering a programme under the Long Term Plan.</p>	<b>3. Partially achieved</b>

**Wellington Water**  
Culture and Value for Money  
Improvement Plan  
Final Quarterly Progress Report - Q1 2025/26

**Wellington Water Strategic Outcome 4: Services delivered by Wellington Water are compliant**

Maintain a relentless focus on effective fluoridation in both the short and long term, strengthen the control and oversight of our suppliers, and strengthened financial controls that protect the integrity of financial transactions.

No changes to objectives.



Objective	Objective performance	Forecast progress rating Overall objective	Q1 action	Quarterly performance action	Progress rating Q1 Action
-----------	-----------------------	--	-----------	------------------------------	---------------------------

**Outcome 4.3: Strengthened financial controls that protect the integrity of financial transactions**

<p><b>4.3a:</b> Strengthen financial controls including large purchase orders, automatic payments of invoices, approvals for spending and payment (including Alliance statement of claim), financial system access, stop disclosing operational and capital budget information</p>	<p>The practice of creating large value annual Purchase Orders have stopped, effective 1 July 2025, with a new process implemented to maintain the previous control of full approval (by the person with appropriate delegation) prior to commitment.</p> <p>Automatic payment of invoices for Fulton Hogan and monthly claims from consultant panel was stopped during the 2024/25 year.</p> <p>An approval process has been implemented for Fulton Hogan claims requiring the operations team to sign-off that the work had been completed (a process that was enabled by the Alliance restructure).</p> <p>Consultancy Statements of Claim ceased from 1 July 2025, with purchased Orders now raised and approved for each project that consultants are involved in (i.e. the standard purchasing approach at Wellington Water).</p> <p>New delegations have been rolled out along with training on how they should be applied. Training focused on good financial practices management through clarifying individual responsibilities, strengthening controls and how these must be applied.</p> <p>External party access to financial system (TechOne) has been removed, with a check that all users have a Wellington Water email address. Access has also been limited to other systems, to the extent that is possible within current system constraints and working arrangements.</p> <p><b>Action not taken:</b> The full removal of external party access to Wellington Water systems, other than the financial system.</p> <p>Why: System limitations mean that further restrictions would hinder external project managers from undertaking their duties.</p> <p>When will it be completed: To be confirmed.</p>	<p>4. Largely achieved</p>	<p>Financial system access resolved to enable implementation of delegations.</p> <p>Implement good practice financial management practices training.</p>	<p>External party access to Wellington Water's financial system (TechOne) has been removed, with a check that all users have a Wellington Water email address.</p> <p>New delegations have been rolled out along with training on how they should be applied. Training focused on good financial practices management through clarifying individual responsibilities, strengthening controls and how these must be applied.</p>	<p>5. Achieved/exceeded objective</p>
--	---	----------------------------	--	---	---------------------------------------

**Wellington Water**  
 Culture and Value for Money  
 Improvement Plan  
 Final Quarterly Progress Report - Q1 2025/26

**Wellington Water Strategic Outcome 4: Services delivered by Wellington Water are compliant**

*Maintain a relentless focus on effective fluoridation in both the short and long term, strengthen the control and oversight of our suppliers, and strengthened financial controls that protect the integrity of financial transactions.*

No changes to objectives.



Objective	Objective performance	Forecast progress rating Overall objective	Q1 action	Quarterly performance action	Progress rating Q1 Action
-----------	-----------------------	---	-----------	------------------------------	------------------------------

**Outcome 4.3: Strengthened financial controls that protect the integrity of financial transactions**

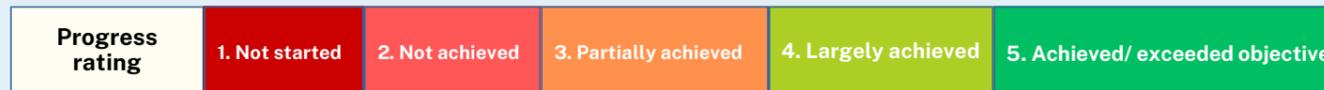
<p><b>4.3b:</b> Reduce the conflicts of interest in key roles associated with the consultant panel through building internal project management capacity and ensuring client project managers are independent from the panel</p>	<p>Leadership and structural foundations for a high-performing project management function have been established through the appointment of the Head of Project Management and the initiation of internal and external resource frameworks. Training needs assessment and Centre of Excellence development are in progress.</p> <p><b>Action not taken:</b> Full implementation of the internal project management capability, including embedded practices, reporting, and consistency across projects.</p> <p>Why: The work requires staged implementation to ensure quality, consistency, and alignment with broader organisational change (e.g., procurement reform and capability uplift). Recruitment timelines and capacity constraints have also contributed to slower progress.</p> <p>When will it be completed: The objective is expected to reach full maturity and measurable performance improvement by the end of 2025/26, with interim milestones achieved in Q3 and Q4 of 2025/26.</p>	<p>4. Largely achieved</p>	<p>Recruit internal project managers and ensure project managers are sourced from outside of the panel</p>	<p>New Head of Project Management has been recruited. Recruitment is underway for internal project management resources. A contract is in place for external client project managers as required. Work is underway in building a Centre of Excellence for Project Management, and training needs have been identified to strengthen capability.</p> <p><b>Action not taken:</b> Full establishment of the internal project management function.</p> <p>This is still in progress, with several positions yet to be appointed and training programmes still being implemented.</p> <p>Why: The recruitment process is ongoing to ensure the right capability mix and alignment with the Centre of Excellence structure. Time has also been required to identify appropriate training providers and prioritise capability needs across the team.</p> <p>When will it be completed: Recruitment is expected to be completed by Q3 2025/26, with training programmes launched and the Centre of Excellence operational ongoing.</p>	<p>4. Largely achieved</p>
--	---	----------------------------	--	---	----------------------------

**Wellington Water**  
Culture and Value for Money  
Improvement Plan  
Final Quarterly Progress Report - Q1 2025/26

**Wellington Water Strategic Outcome 4: Services delivered by Wellington Water are compliant**

Maintain a relentless focus on effective fluoridation in both the short and long term, strengthen the control and oversight of our suppliers, and strengthened financial controls that protect the integrity of financial transactions.

No changes to objectives.



Objective	Objective performance	Forecast progress rating to 30 June 2026 <i>Overall objective</i>	Q1 action	Quarterly performance action	Progress rating Q1 Action
<b>Outcome 4.3: Strengthened financial controls that protect the integrity of financial transactions</b>					
<b>4.3c:</b> Implement a comprehensive set of company wide delegations	Forecast progress to 30 June 2026 is currently on track to achieve or exceed objective.	<b>5. Achieved/ exceeded objective</b>	Delegations communicated to all delegation holders via formal letters of delegation	<p>Implemented Delegations - Workshops completed for all staff who have (or may have) a delegation. All new delegation letters were provided to Delegates. Delegates have signed letters and returned them to Finance for filing and implementation. Formal handover of the scheduling of future Delegation workshop to People and Capabilities.</p> <p>The documents with the Delegations for both the Chief Executive (CE) and the organisation are accessible by the whole organisation on Q-Pulse. Delegations have been updated as required and version 3 was recently uploaded.</p> <p>Delegations for the Resource Management Act (RMA) have been drafted for approval. These will be published when approved by the CE but will not require letters to Delegates.</p> <p>Resource Management Act delegations are expected to be approved by the CE and published on Q-Pulse by the end of Q2 2025/26. People impacted by RMA delegations will be advised.</p>	<b>5. Achieved/ exceeded objective</b>
<b>4.3d:</b> Increase transparency and quality of delivery/investment planning information shared with Councils. Standardised approach to contingency management (for programmes of capital investment and delivery provided to Councils), including separate line for corporate costs for increased transparency.	<p>Corporate overhead allocations have been updated to standard 10% of project costs, and shows as a separate line within the finance system (budgets and actuals).</p> <p>The Capital Delivery team is reviewing their approach to contingency management. New actions to be allocated for contingency management, with a delivery timeframe to be confirmed during Q2 2025/26.</p>	<b>5. Achieved/ exceeded objective</b>	No Q1 2025/26 actions	No Q1 2025/26 actions	<b>5. Achieved/ exceeded objective</b>

**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 Monthly Performance Report

October 2025

Month/Year  
October 2025

Water Treatment p..	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 design contract for the major cross-connection closure upgrades has been awarded. Concept design is underway, with completion scheduled for 19 December 2025. Physical works are targeted for completion by 30 June 2026. Other cross-connection trials will commence on 4 November 2025 to determine whether compliance at Waterloo WTP can be accelerated. The WTP is compliant with the Authority's Protozoal compliance rules. Waterloo fluoridated the drinking water within MoH's recommended levels 97.1% of the time.		
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 89.3% of the time. The low level was due to reactive equipment maintenance.		
Te Mārua	Te Mārua WTP is compliant with the Water Services Authority bacterial and protozoal compliance rules. Construction of the new Powdered Activated Carbon dosing plant has been completed and is currently being commissioned. The Filter 3 media replacement project was successfully completed and the the filter brought back into service. Te Mārua has fluoridated the drinking water within MoH's recommended levels 96.8% of the time.		
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 99.3% of the time.		

\*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 rules as written. ...

- Compliant – we are meeting the necessary regulatory requirements
- Not compliant but nearing compliance
- Not compliant with necessary regulatory requirements

**Fluoride Compliance (% Monthly)**

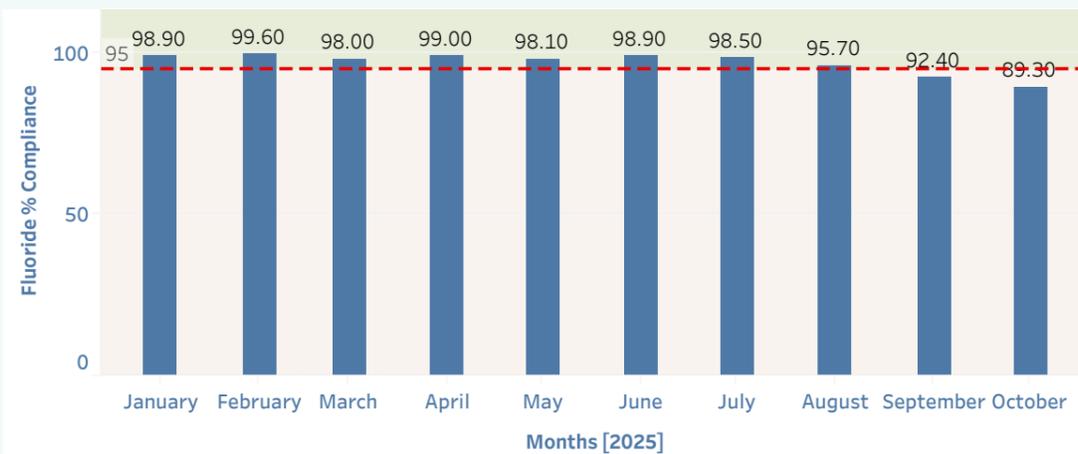


# Fluoride Compliance (% Monthly)

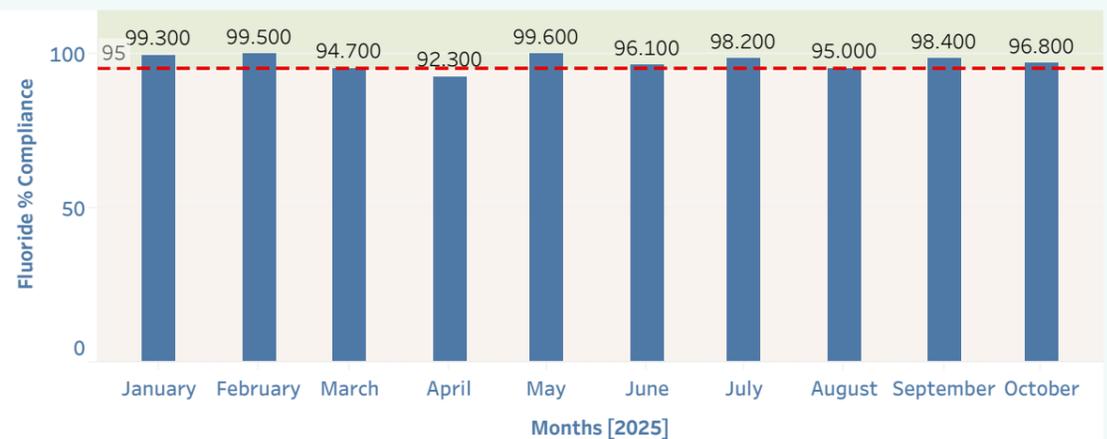
## Waterloo



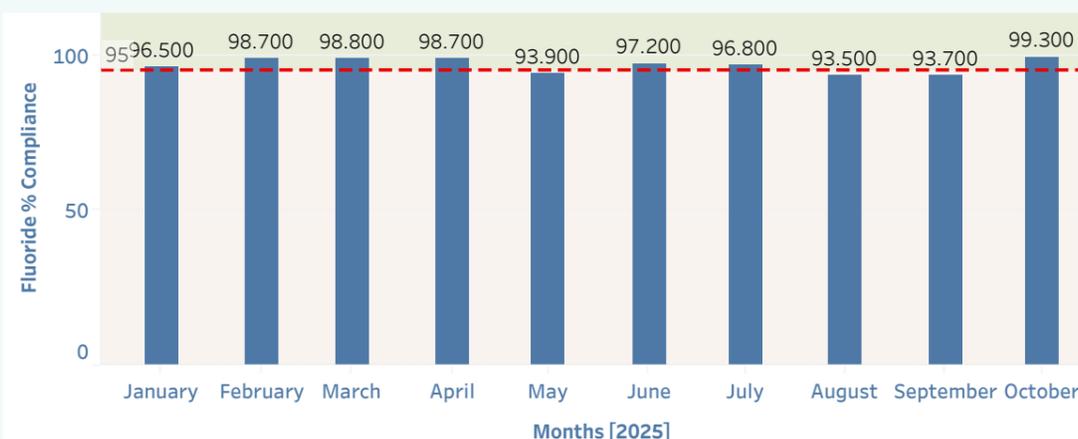
## Wainuiomata



## Te Mārua



## Gear Island



Month/Year  
To Null

**Note:**

The bar graph displays the fluoride monthly compliance from January 2025. The blue bars represents the fluoride percentage compliance each month.

Our aim is to maintain a steady fluoride level in the water that meets the Ministry of Health's recommended levels no less than 95%, represented by the red dotted line in the graph. The recommended compliance percentage area is shaded light green, while areas outside this are shaded light red to indicate non-compliance.



# Metro Wastewater Treatment Plants Monthly Performance Report

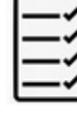
Month/Year

October 2025

Current status

- Compliant
- Compliant (with noted issue)
- Non-compliant

## Performance - October 2025

Wastewater Treatment Plant		Current status
Moa Point 		<span style="color: red; font-size: 2em;">●</span>
Porirua 		<span style="color: green; font-size: 2em;">●</span>
Seaview 		<span style="color: red; font-size: 2em;">●</span>
Western 		<span style="color: orange; font-size: 2em;">●</span>

## Compliance as per Reporting

Month of Month (C..)	Wastewater Treatment Plant (Compliance Reporting)			
	Moa Point 	Porirua 	Seaview 	Western 
January 2024	●	●	●	●
February 2024	●	●	●	●
March 2024	●	●	●	●
April 2024	●	●	●	●
May 2024	●	●	●	●
June 2024	●	●	●	●
July 2024	●	●	●	●
August 2024	●	●	●	●
September 2024	●	●	●	●
October 2024	●	●	●	●
November 2024	●	●	●	●
December 2024	●	●	●	●
January 2025	●	●	●	●
February 2025	●	●	●	●
March 2025	●	●	●	●
April 2025	●	●	●	●
May 2025	●	●	●	●
June 2025	●	●	●	●
July 2025	●	●	●	●
August 2025	●	●	●	●
September 2025	●	●	●	●
October 2025	●	●	●	●



## Moa Point Wastewater Treatment Plant performance - October 2025

Commentary	Discharges	Odour Complaints	Items of significance	Current status	
<p>The faecal coliforms returned to compliance on the 90th percentile during October. The plant remains non-compliant for suspended solids on both the 90-day geomean and 90th percentile. Biochemical oxygen demand remains compliant.</p>	<p>There were seven unconsented discharges reported in October due to the plant's reduced treatment capacity, however five of these may not have been legitimate and are under review. (See items of significance).</p>	<p>No odour complaints in October.</p>	<p>Physical works are well underway to replace the plant UV disinfection system. This project is expected to take approximately eight months to complete. While these works are undertaken, the treatment capacity of the plant is reduced. This is unavoidable and means that during high flows some wastewater may bypass full biological treatment before being mixed with fully treated wastewater and discharged via the long outfall pipeline 1.8km offshore. Additional signage has been erected along the south coast beaches advising the public to be cautious with recreational use of the coastal area after rainfall.</p>	<p>Non-compliant</p>	



## Porirua Wastewater Treatment Plant performance - October 2025

Commentary	Discharges	Odour Complaints	Items of significance	Current status	
<p>The plant is compliant for effluent quality.</p>	<p>No unconsented discharges in October.</p>	<p>No odour complaints in October.</p>	<p>On 16 October the Duron UV system faulted, however, due to low flows during the early hours of the morning this did not lead to an unconsented discharge. The plant is running the backup TAK UV system as duty during night hours and weekends until the fault can be fixed. This duty switch has been successful during previous Duron faults and is reliable mitigation for ensuring continuous UV disinfection until the Duron unit is reliably repaired.</p> <p>The UV manufacturer is currently working through various options with the plant operator to identify and fix the fault as soon as possible.</p>	<p>Compliant</p>	



## Seaview Wastewater Treatment Plant performance - October 2025

Commentary	Discharges	Odour Complaints	Items of significance	Odour Treatment Project	Current status	
<p>Faecal coliforms remain non-compliant for both the 90-day geomean and 80th percentile. Suspended solids and biochemical oxygen demand are compliant with consent parameters.</p>	<p>There were four consented wet weather discharges to the Waiwhetū Stream in October.</p>	<p>No odour complaints in October.</p>	<p>Effluent Non-compliance: Unplanned maintenance to the thermal dryer in September is requiring dewatered sludge to be loaded out while repairs were carried out and negatively impacting the biological process. The recovery to the process has been slower than anticipated however trends and daily effluent results indicate the process is on the correct path to restoring compliance.</p> <p>Community Odour Monitors: Four of the five monitors have been installed in the designated locations, with one still to be installed. The community website platform is now expected to be available later in November.</p>	<p>What has been completed:</p> <ul style="list-style-type: none"> <li>- Community Liaison Group Meeting – 22 October 2025</li> <li>- New milliscreen odour treatment unit ducting is complete</li> </ul> <p>What's coming up:</p> <ul style="list-style-type: none"> <li>- Installation of the final community odour monitor to be completed</li> <li>- Complete and commission the new milliscreen odour treatment system</li> <li>- Install and commission new Milliscreen and Biofilter fans (delayed due to manufacturing delays)</li> </ul>	<p>Non-compliant</p>	



## Western Wastewater Treatment Plant performance - October 2025

Commentary	Discharges	Odour Complaints	Items of significance	Current status	
<p>The plant is compliant for effluent quality due but is currently discharging partially treated effluent due to a major electrical failure affecting the UV disinfection system. See items of significance for more detail.</p>	<p>An unconsented discharge to the Coastal Marine Area (CMA) began on 23 October due to a major electrical failure affecting the UV disinfection system. See items of significance for more detail.</p>	<p>No odour complaints in October.</p>	<p>On 23 October the electrical transformer for the plant UV disinfection system suffered a major failure causing significant damage rendering the UV system inoperable until the repair can be undertaken. This means there has been a continuous discharge of biologically treated but undisinfected effluent to the CMA. Repairing the transformer is complex due to the ageing system but is being urgently addressed.</p> <p>The regulator and the community have been notified and updated on this discharge and shoreline sampling is being undertaken daily until this fault is fixed. This UV system is due to be replaced early 2026 as part of a major renewal project.</p>	<p>Compliant (with noted issue)</p>	



## Moa Point Compliance

Current status  
● Compliant (with noted issue)  
● Non-compliant

Month of Month (Compliance Re..	Compliance Issues	Moa Point
August 2023	Non-consented short outfall discharge	●
September 2023	Non-compliant for SS and 2 x unconsented discharges (short outfall)	●
October 2023	Non-compliant for SS	●
November 2023	Non-compliant for SS, Non-compliant for faecal coliforms	●
December 2023	Non-compliant for SS, Non-compliant for faecal coliforms	●
January 2024	Non-compliant for SS, Non-compliant for faecal coliforms	●
February 2024	Non-compliant for SS, Non-compliant for faecal coliforms	●
March 2024	Non-compliant for SS, faecal coliforms and BOD	●
April 2024	Non-compliant for SS, faecal coliforms and BOD	●
May 2024	Non-compliant for SS, faecal coliforms and BOD	●
June 2024	Non-compliant for SS, faecal coliforms	●
July 2024	Non-compliant for SS, faecal coliforms	●
August 2024	Non-compliant for SS, faecal coliforms	●
September 2024	Non-compliant for SS, faecal coliforms	●
October 2024	Non-compliant for SS, faecal coliforms, non-compliant for odour	●
November 2024	Non-compliant for SS, faecal coliforms, odour and discharge events	●
December 2024	Non-compliant for SS, faecal coliforms, non-compliant for odour	●
January 2025	Non-compliant for SS, non-compliant for odour and discharge events	●
February 2025	Non-compliant for SS, faecal coliforms and odour	●
March 2025	Non-compliant for faecal coliforms, non-compliant for odour and discharge events	●
April 2025	Non-compliant for faecal coliforms, non-compliant for odour and discharge events	●
May 2025	Non-compliant for faecal coliforms, non-compliant for odour and discharge of non-compliant effluent	●
June 2025	Non-compliant for Total Reduced Sulphur and discharge events	●
July 2025	Non-compliant discharge events (3) during renewal work to clarifer in July	●
August 2025	Non-compliant for Air Discharge - Total Reduced Sulphur (TRS)	●
September 2025	Non-compliant for faecal coliforms and suspended solids	●
October 2025	Non-compliant for suspended solids	●



## Porirua Compliance

Current status  
■ Compliant  
■ Compliant (with noted issue)

Month of Month (Compliance Re..	Compliance Issues	Porirua
August 2023	Compliant	●
September 2023	Unconsented discharge - power outage	●
October 2023	One partially treated discharge	●
November 2023	Compliant	●
December 2023	Compliant	●
January 2024	Compliant	●
February 2024	Faecal Coliform exceedance	●
March 2024	Compliant with high MLSS and Carryover events	●
April 2024	Compliant with high MLSS and discharge events	●
May 2024	Compliant with high MLSS and discharge events	●
June 2024	Compliant with high MLSS and discharge events	●
July 2024	Compliant but with faecal coliform spikes	●
August 2024	Compliant	●
September 2024	Compliant	●
October 2024	Compliant	●
November 2024	Compliant	●
December 2024	Bypass system of the UV system and discharge events	●
January 2025	Non-compliant for odour and discharge events	●
February 2025	Non-compliant for odour	●
March 2025	Compliant but with faecal coliform spikes, Faults with the Duron UV system and discharge events	●
April 2025	Sludge carryovers and discharge events	●
May 2025	Sludge carryovers and discharge events	●
June 2025	Compliant for daily effluent quality but elevated MLSS remains closely monitored	●
July 2025	Compliant for daily effluent quality, but MLSS being closely monitored	●
August 2025	Compliant	●
September 2025	Compliant	●
October 2025	Compliant	●



## Seaview Compliance

Current status  
■ Compliant  
■ Non-compliant

Month of Month (Compliance Re..	Compliance Issues	Seaview
August 2023	Compliant	●
September 2023	Non-compliant for faecal coliforms	●
October 2023	Non-compliant for faecal coliforms	●
November 2023	Non-compliant for faecal coliforms, non-compliant odour	●
December 2023	Non-compliant for faecal coliforms, non-compliant odour	●
January 2024	Non-compliant for faecal coliforms	●
February 2024	Non-compliant for faecal coliforms	●
March 2024	Non-compliant for faecal coliforms	●
April 2024	Non-compliant for faecal coliforms	●
May 2024	Non-compliant for faecal coliforms	●
June 2024	Non-compliant for faecal coliforms	●
July 2024	Non-compliant for faecal coliforms, non-compliant for odour	●
August 2024	Non-compliant for faecal coliforms	●
September 2024	Non-compliant for faecal coliforms, odour and dry weather discharge	●
October 2024	Non-compliant for faecal coliforms, non-compliant for odour	●
November 2024	Non-compliant for faecal coliforms, non-compliant for odour	●
December 2024	Non-compliant for faecal coliforms, non-compliant for odour and discharge events	●
January 2025	Non-compliant for SS and non-compliant for odour	●
February 2025	Non-compliant for faecal coliforms, non-compliant for odour and discharge events	●
March 2025	Compliant	●
April 2025	Compliant	●
May 2025	Non-compliant for faecal coliforms and discharge events	●
June 2025	Non-compliant for total suspended solids and discharge events	●
July 2025	Compliant	●
August 2025	Compliant	●
September 2025	Non-compliant for faecal coliforms	●
October 2025	Non-compliant for faecal coliforms	●



## Western Compliance

Current status  
● Compliant  
● Compliant (with noted issue)  
● Non-compliant

Month of Month (Compliance Re..	Compliance Issues	Western
August 2023	Compliant – except outfall pipe leak (reported as amber)	●
September 2023	Non-compliant for BOD, outfall pipe leak	●
October 2023	Non-compliant for BOD, outfall pipe leak	●
November 2023	Non-compliant for BOD, outfall pipe leak	●
December 2023	Non-compliant for BOD, outfall pipe leak	●
January 2024	Non-compliant for BOD, outfall pipe leak	●
February 2024	Non-compliant for BOD, outfall pipe leak	●
March 2024	Non-compliant for BOD, outfall pipe leak	●
April 2024	Non-compliant for BOD, outfall pipe leak	●
May 2024	Non-compliant for BOD, outfall pipe leak	●
June 2024	Non-compliant for BOD, outfall pipe leak	●
July 2024	Compliant	●
August 2024	Compliant	●
September 2024	Compliant	●
October 2024	Compliant	●
November 2024	Compliant	●
December 2024	Compliant	●
January 2025	Compliant	●
February 2025	Compliant	●
March 2025	Compliant	●
April 2025	Compliant	●
May 2025	Unconsented discharge of undisinfectated effluent	●
June 2025	Compliant	●
July 2025	Compliant	●
August 2025	Compliant	●
September 2025	Compliant	●
October 2025	Compliant - Discharging partially treated effluent temporarily due to UV system failure (major electrical fault)	●



# South Wairarapa Water Treatment Plants Monthly Performance Report

October 2025

Month/Year  
October 2025

**Safe Drinking Water**  
■ Compliant – we are meeting the necessary regulatory requirements  
■ Compliant but requiring more work  
■ Not compliant with necessary regulatory requirements

Water Treat..	Comments	Fluoride	Safe Drinking Water
Martinborough	The Martinborough WTP is compliant against the bacterial and protozoal Rules. Recent power cuts identified an issue with redundancy. While the Water Treatment Plant has a standby generator onsite to provide continuity of supply during an outage, the Manganese Removal Plant does not. A project has commenced to optimise how both UV reactors can work more efficiently.	Currently not yet mandated by the MoH	
Memorial Park	The Memorial Park WTP is compliant against the bacterial and protozoal Rules. The planned 1080 drop was postponed by the OSPRI until Jan 26 while they seek approval from the National Public Health Service. The caustic soda dosing upgrade project is now with the SWDC Capital Projects Delivery team to complete. The bore pump is having mechanical issues and an condition assessment is underway. Inspections and testing have ruled out any electrical fault.	Currently not yet mandated by the MoH	
Pirinoa	Pirinoa is compliant against the bacterial and protozoal Rules. The raw water storage tank, and associated pipework, has been handed over to the SWDC Capital Projects Delivery team to complete.	Currently not yet mandated by the MoH	
Waiohine	The Waiohine WTP is compliant against the bacterial and protozoal Rules. The planned 1080 drop was postponed by the OSPRI until Jan 26 while they seek approval from the National Public Health Service. The caustic soda dosing upgrade project is now with the SWDC Capital Projects Delivery team for completion. Due to the hydraulic issues between the Greytown Res and the township, a temporary pumping solution between the Waiohine WTP Treated Water Reservoir and the Greytown Reservoir was installed and trialled. Early indications from the trial show that Waiohine can provide increased capacity to Greytown should Memorial Park require a planned shutdown, or has some sort of failure.	Currently not yet mandated by the MoH	



# South Wairarapa Wastewater Treatment Plants Monthly Performance Report

Month/Year  
October 2025

**Current status**  
■ Compliant  
■ Compliant, but with the risks identified below  
■ Non-compliant

## Performance - October 2025

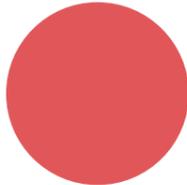
Wastewater Treatment Plant		Current status
Featherston		<span style="color: green;">●</span>
Greytown		<span style="color: red;">●</span>
Lake Ferry		<span style="color: orange;">●</span>
Martinborough		<span style="color: red;">●</span>

## Compliance as per Reporting

Month of Month (Compli..)	Wastewater Treatment Plant (Compliance Reporting)			
	Featherston	Greytown	Lake Ferry	Martinborough
January 2024	<span style="color: orange;">●</span>	<span style="color: orange;">●</span>	<span style="color: orange;">●</span>	<span style="color: red;">●</span>
February 2024	<span style="color: orange;">●</span>	<span style="color: orange;">●</span>	<span style="color: orange;">●</span>	<span style="color: red;">●</span>
March 2024	<span style="color: orange;">●</span>	<span style="color: orange;">●</span>	<span style="color: orange;">●</span>	<span style="color: red;">●</span>
April 2024	<span style="color: orange;">●</span>	<span style="color: orange;">●</span>	<span style="color: orange;">●</span>	<span style="color: red;">●</span>
May 2024	<span style="color: orange;">●</span>	<span style="color: orange;">●</span>	<span style="color: orange;">●</span>	<span style="color: red;">●</span>
June 2024	<span style="color: orange;">●</span>	<span style="color: orange;">●</span>	<span style="color: orange;">●</span>	<span style="color: red;">●</span>
July 2024	<span style="color: red;">●</span>	<span style="color: red;">●</span>	<span style="color: orange;">●</span>	<span style="color: red;">●</span>
August 2024	<span style="color: red;">●</span>	<span style="color: red;">●</span>	<span style="color: orange;">●</span>	<span style="color: red;">●</span>
September 2024	<span style="color: red;">●</span>	<span style="color: red;">●</span>	<span style="color: orange;">●</span>	<span style="color: red;">●</span>
October 2024	<span style="color: red;">●</span>	<span style="color: red;">●</span>	<span style="color: orange;">●</span>	<span style="color: red;">●</span>
November 2024	<span style="color: red;">●</span>	<span style="color: red;">●</span>	<span style="color: orange;">●</span>	<span style="color: red;">●</span>
December 2024	<span style="color: green;">●</span>	<span style="color: red;">●</span>	<span style="color: orange;">●</span>	<span style="color: red;">●</span>
January 2025	<span style="color: green;">●</span>	<span style="color: red;">●</span>	<span style="color: orange;">●</span>	<span style="color: red;">●</span>
February 2025	<span style="color: green;">●</span>	<span style="color: red;">●</span>	<span style="color: orange;">●</span>	<span style="color: red;">●</span>
March 2025	<span style="color: green;">●</span>	<span style="color: red;">●</span>	<span style="color: orange;">●</span>	<span style="color: red;">●</span>
April 2025	<span style="color: green;">●</span>	<span style="color: red;">●</span>	<span style="color: orange;">●</span>	<span style="color: red;">●</span>
May 2025	<span style="color: green;">●</span>	<span style="color: red;">●</span>	<span style="color: orange;">●</span>	<span style="color: red;">●</span>
June 2025	<span style="color: green;">●</span>	<span style="color: red;">●</span>	<span style="color: orange;">●</span>	<span style="color: red;">●</span>
July 2025	<span style="color: green;">●</span>	<span style="color: red;">●</span>	<span style="color: orange;">●</span>	<span style="color: red;">●</span>
August 2025	<span style="color: green;">●</span>	<span style="color: red;">●</span>	<span style="color: orange;">●</span>	<span style="color: red;">●</span>
September 2025	<span style="color: green;">●</span>	<span style="color: red;">●</span>	<span style="color: orange;">●</span>	<span style="color: red;">●</span>
October 2025	<span style="color: green;">●</span>	<span style="color: red;">●</span>	<span style="color: orange;">●</span>	<span style="color: red;">●</span>

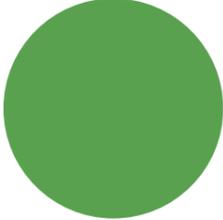


## Greytown Wastewater Treatment Plant performance - October 2025

Commentary	Items of significance	Current status	
<p>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.</p> <p>The plant is currently non-compliant for effluent quality. The non-compliant parameters are Total Ammonia-Nitrogen and Total Nitrogen. The consented limit allows no more than three non-compliant results within any 12 consecutive monthly tests for either parameter. The Plant has been non-compliant for both parameters since April. While the plant recorded compliant effluent quality results in October, this single month did not bring overall compliance back within the consented limits. The overall compliance has not been within consented limits since April.</p> <p>Capital delivery is with SWDC, major investment is required.</p>	<p>With effect 01 July 2025, SWDC took back ownership of the Capital Delivery Programme and associated projects.</p> <p>Wellington Water submitted a draft growth and capacity study to SWDC in December 2024. SWDC have taken ownership and need to consider the next steps.</p>	<p>Non-compliant</p>	

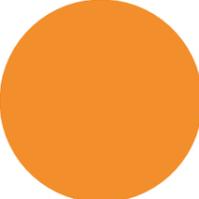


## Featherston Wastewater Treatment Plant performance - October 2025

Commentary	Items of significance	Current status	
<p>The Resource Consent was granted by Greater Wellington Regional Council on the 8 October. This is subject to an Appeal Period which expired on the 29 October.</p> <p>However, going forward, the upgrade project will be managed by SWDC, with operations still being undertaken by Wellington Water until the transition date.</p>	<p>With effect 01 July 2025, SWDC took back ownership of the Capital Delivery Programme and associated projects.</p>	<p>Compliant</p>	



## Lake Ferry Wastewater Treatment Plant performance - October 2025

Commentary	Items of significance	Current status	
<p>The new resource consent application was submitted in August. However ongoing work associated with the consent process will be managed by SWDC.</p>	<p>With effect 01 July 2025, SWDC took back ownership of the Capital Delivery Programme and associated projects.</p> <p>Source of current high inflow and infiltration is still not funded for investigation. Peak loads are impacting on the plant’s hydraulic capacity, which is likely to adversely affect the plant’s performance and compliance.</p>	<p>Compliant, but with the risks identified below</p>	



## Martinborough Wastewater Treatment Plant performance - October 2025

Commentary	Items of significance	Current status	
<p>Greater Wellington Regional Council lifted the "To do" Abatement notices, dated 12 May 2025, as a result of the desludging project completion.</p> <p>The plant recorded compliant effluent quality results in September and October; however, the overall compliance has not been within consented limits since April due to the non-compliant quality parameter for Total Nitrogen. The consented limit is no more than 4 non-compliant results out of any 12 consecutive monthly test result.</p> <p>Capital delivery is with SWDC, major investment is required.</p>	<p>With effect 01 July 2025, SWDC took back ownership of the Capital Delivery Programme and associated projects.</p> <p>Current plant design is insufficient to avoid non-compliance.</p> <p>Wellington Water submitted a draft growth and capacity study to SWDC in December 2024. SWDC have taken ownership and need to consider the next steps.</p>	<p>Non-compliant</p>	



## Operations Report

NETWORK OPERATIONS GROUP

Reporting Date: 18th November 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

CUSTOMER ACTIVITY

Refer to council specific commentary.

Refer to council specific commentary.

CUSTOMER SATISFACTION

Refer to council specific commentary.

Insights: Refer to council specific commentary.

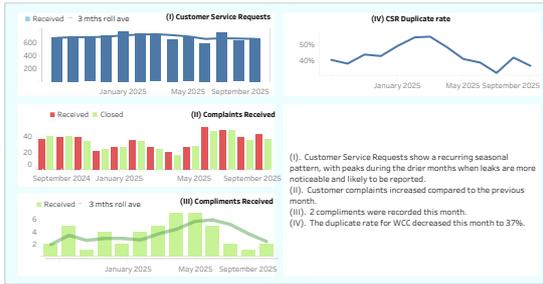
Refer to council specific commentary.

Insights: Refer to council specific commentary.

Refer to council specific commentary.

\*Also note that Report provides a snapshot in time. Analysis Date: 18/11/25

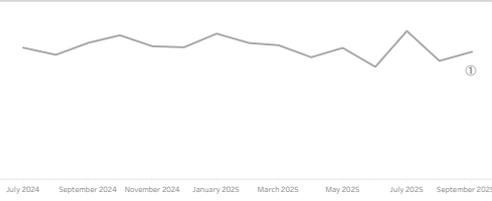
CUSTOMER ACTIVITY



CUSTOMER SATISFACTION



Network Faults



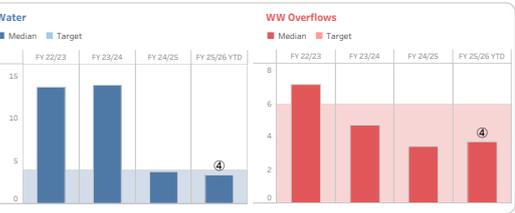
Incidents



DIA FYTD Median Attendance times - Urgent (hrs)



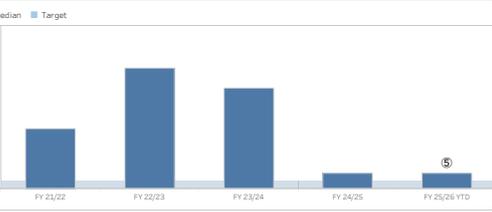
DIA FYTD Median Resolution times - Urgent (hrs)



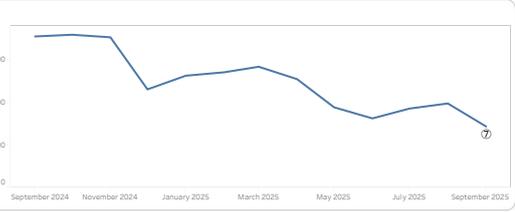
**Insights**

①. There has been a slight increase in reported network faults compared to the previous month.  
②. The number of incidents are unpredictable and can vary significantly from month to month.  
③. Attendance for urgent jobs is slightly outside the targeted timeframes for water, while remaining within targets for wastewater overflows.  
④. Resolution for urgent jobs is within the targeted timeframes.

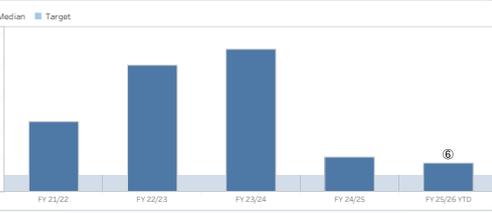
DIA FYTD Median Attendance times - Non-Urgent (days)



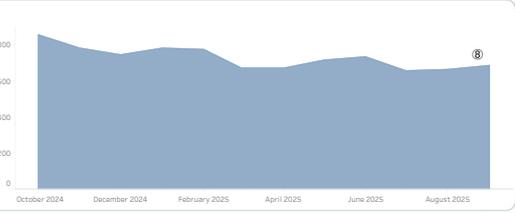
Leaks repaired



DIA FYTD Median Resolution times - Non-Urgent (days)



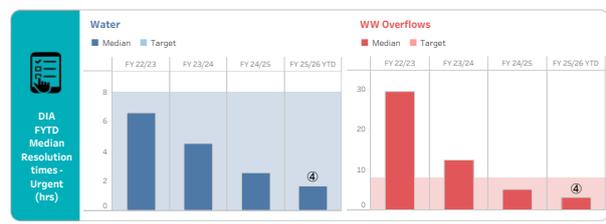
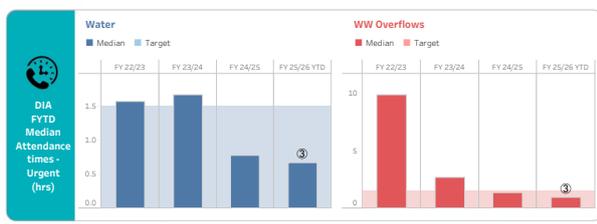
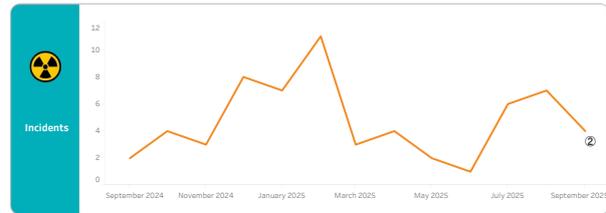
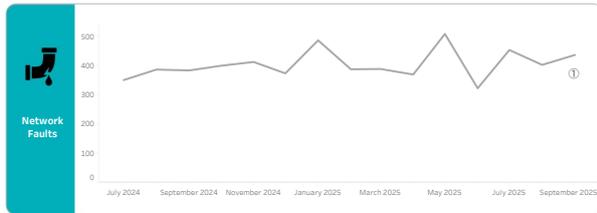
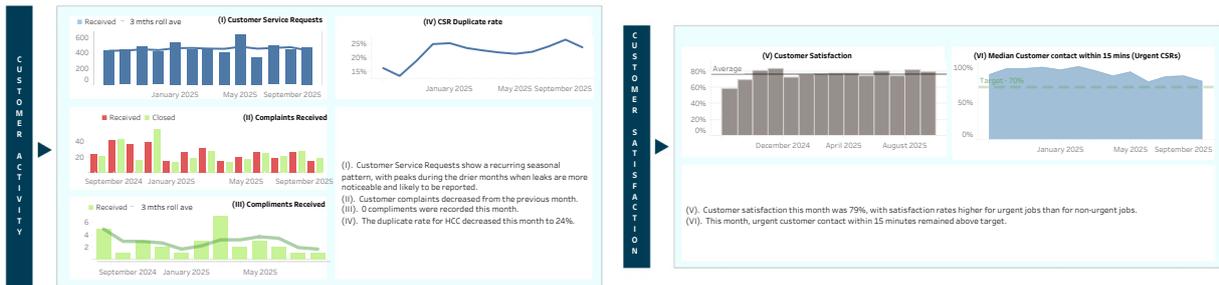
Backlog (CSRs)



**Insights**

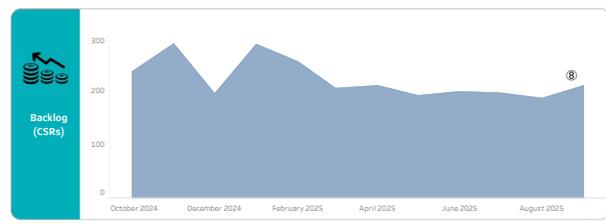
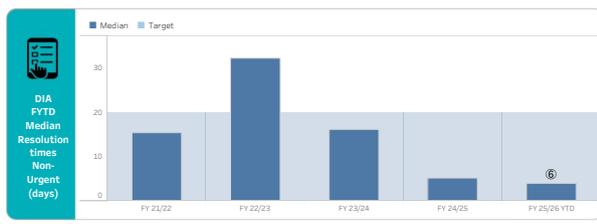
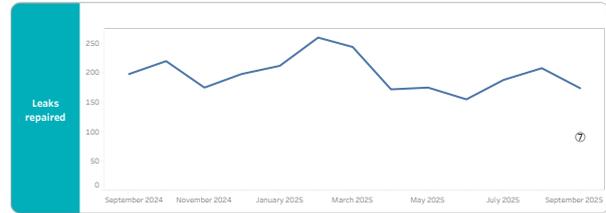
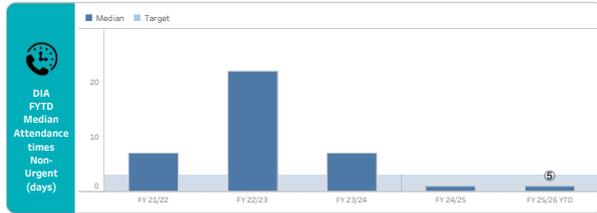
⑤. Attendance for non-urgent jobs is slightly outside the targeted timeframes.  
⑥. Resolution for non-urgent jobs is slightly outside the targeted timeframes.  
⑦. The number of leaks repaired has slightly decreased compared with the previous month.  
⑧. The backlog has slightly increased compared with the previous month.

\*Also note that Report provides a snapshot in time. Analysis Date: 09/10/25



**Insights**

①. There has been a slight increase in reported network faults compared to the previous month.  
 ②. The number of incidents are unpredictable and can vary significantly from month to month.  
 ③. Attendance for urgent jobs is within the targeted timeframes.  
 ④. Resolution for urgent jobs is within the targeted timeframes.

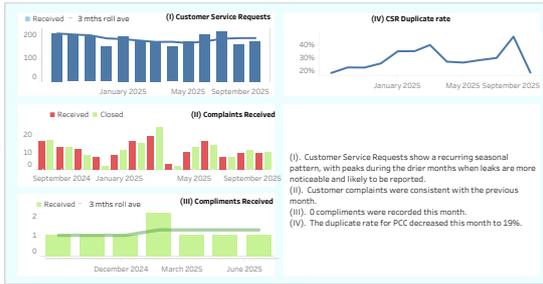


**Insights**

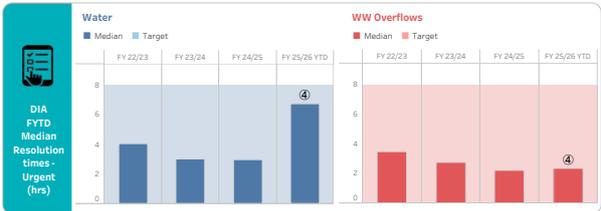
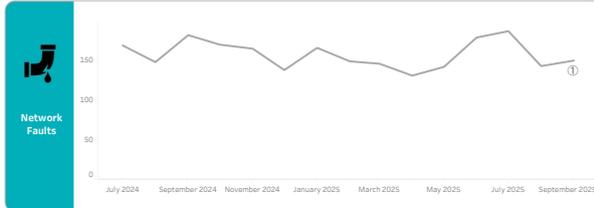
⑤. Attendance for non-urgent jobs is within the targeted timeframes.  
 ⑥. Resolution for non-urgent jobs is within the targeted timeframes.  
 ⑦. The number of leaks repaired has slightly decreased compared with the previous month.  
 ⑧. The backlog has slightly increased compared with the previous month.

\*Also note that Report provides a snapshot in time. Analysis Date: 09/10/25

CUSTOMER ACTIVITY

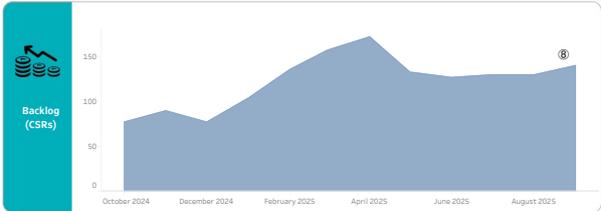
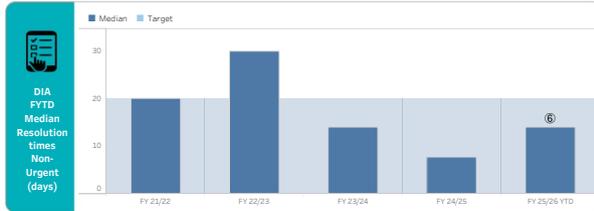
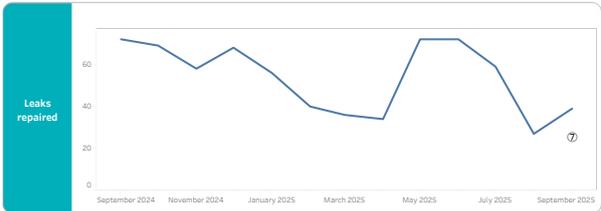
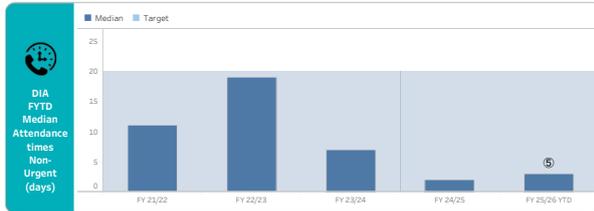


CUSTOMER SATISFACTION



**Insights**

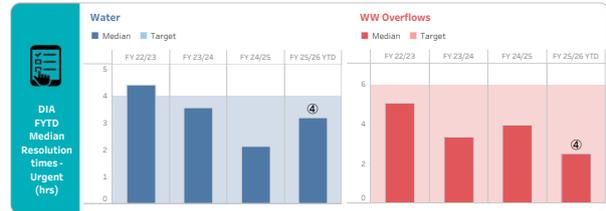
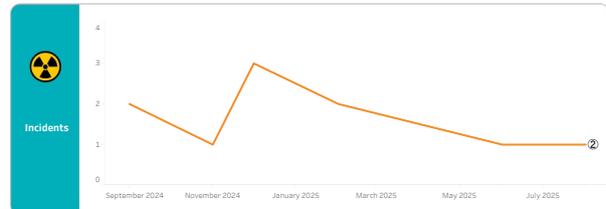
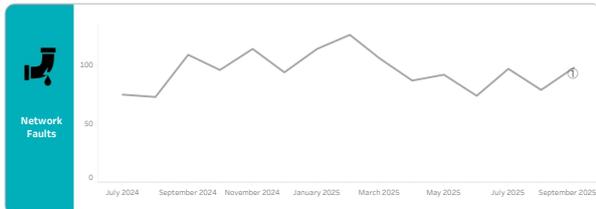
①. There has been a slight increase in reported network faults compared to the previous month.  
②. The number of incidents are unpredictable and can vary significantly from month to month.  
③. Attendance for urgent jobs is within the targeted timeframes.  
④. Resolution for urgent jobs is within the targeted timeframes.



**Insights**

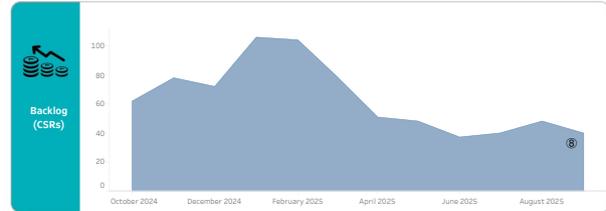
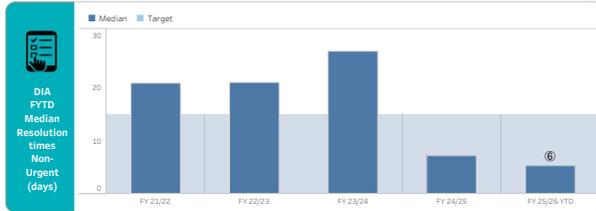
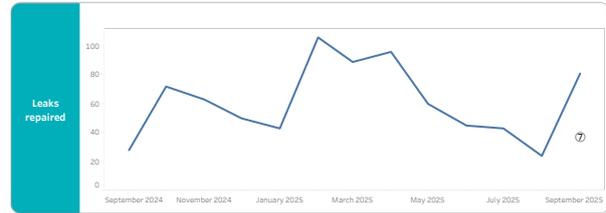
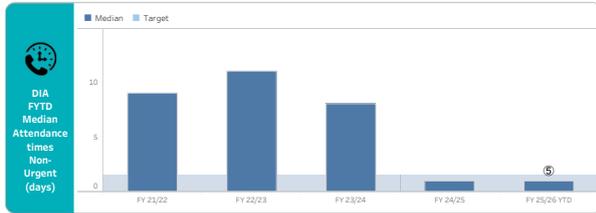
⑤. Attendance for non-urgent jobs is within the targeted timeframes.  
⑥. Resolution for non-urgent jobs is within the targeted timeframes.  
⑦. The number of leaks repaired has slightly increased compared with the previous month.  
⑧. The backlog has slightly increased compared with the previous month.

\*Also note that Report provides a snapshot in time. Analysis Date: 08/10/25



**Insights**

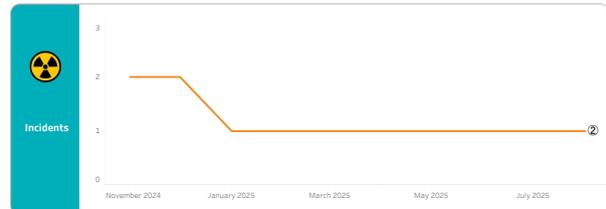
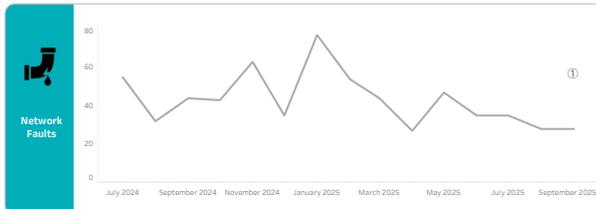
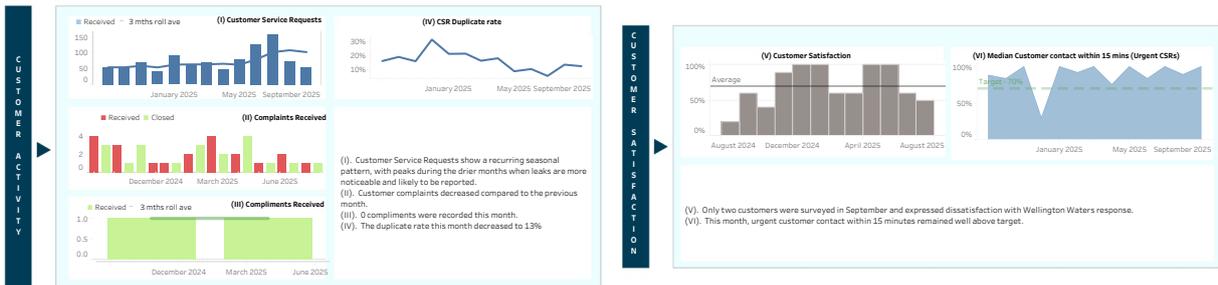
- ①. There has been a slight increase in reported network faults compared to the previous month.
- ②. The number of incidents are unpredictable and can vary significantly from month to month.
- ③. Attendance for urgent jobs is slightly outside the targeted timeframes for wastewater overflows, while remaining within targets for water.
- ④. Resolution for urgent jobs is within the targeted timeframes.



**Insights**

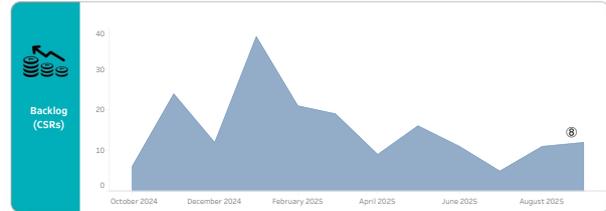
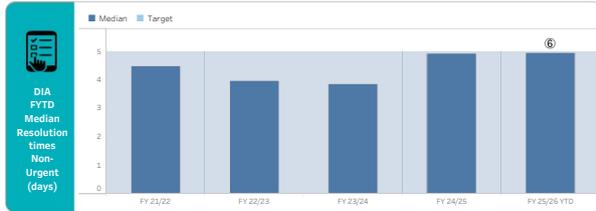
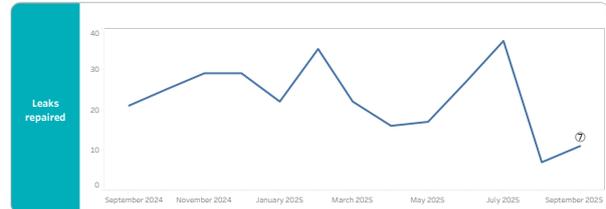
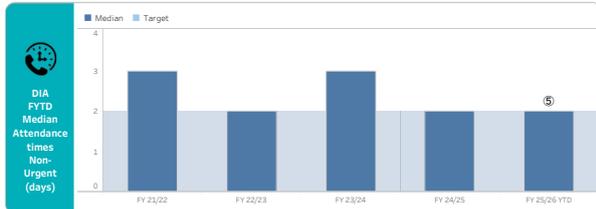
- ⑤. Attendance for non-urgent jobs is within the targeted timeframes.
- ⑥. Resolution for non-urgent jobs is within the targeted timeframes.
- ⑦. The number of leaks repaired has significantly increased compared with the previous month.
- ⑧. The backlog has slightly decreased compared with the previous month.

\*Also note that Report provides a snapshot in time. Analysis Date: 09/10/25



**Insights**

①. Reported network faults remained consistent with the previous month.  
②. The number of incidents are unpredictable and can vary significantly from month to month.  
③. Attendance for urgent jobs is within the targeted timeframes.  
④. Resolution for urgent jobs is within the targeted timeframes.



**Insights**

⑤. Attendance for non-urgent jobs is within the targeted timeframes.  
⑥. Resolution for non-urgent jobs is within the targeted timeframes.  
⑦. The number of leaks repaired has slightly increased compared with the previous month.  
⑧. The backlog has slightly increased compared with the previous month.

\*Also note that Report provides a snapshot in time. Analysis Date: 08/10/25



## Maintenance Alliance Performance Report Q1 2025/26

*These two cover pages have been created to provide clarity around how to read and interpret the report.*

### **What is the Alliance?**

The Alliance refers to the partnership agreement between Wellington Water and Fulton Hogan to work together to maintain the network.

### **Purpose of Maintenance Alliance Performance Report?**

This report is used to track and measure the performance of the Alliance. This report aims to support or enable: an increase in trust, transparency, and accessibility of information related to the Alliance's performance alignment between our key performance measures and our overall strategic objectives measurement of our progress towards our objectives insights to enable targeted investment and decision making.

### **How was each measure selected?**

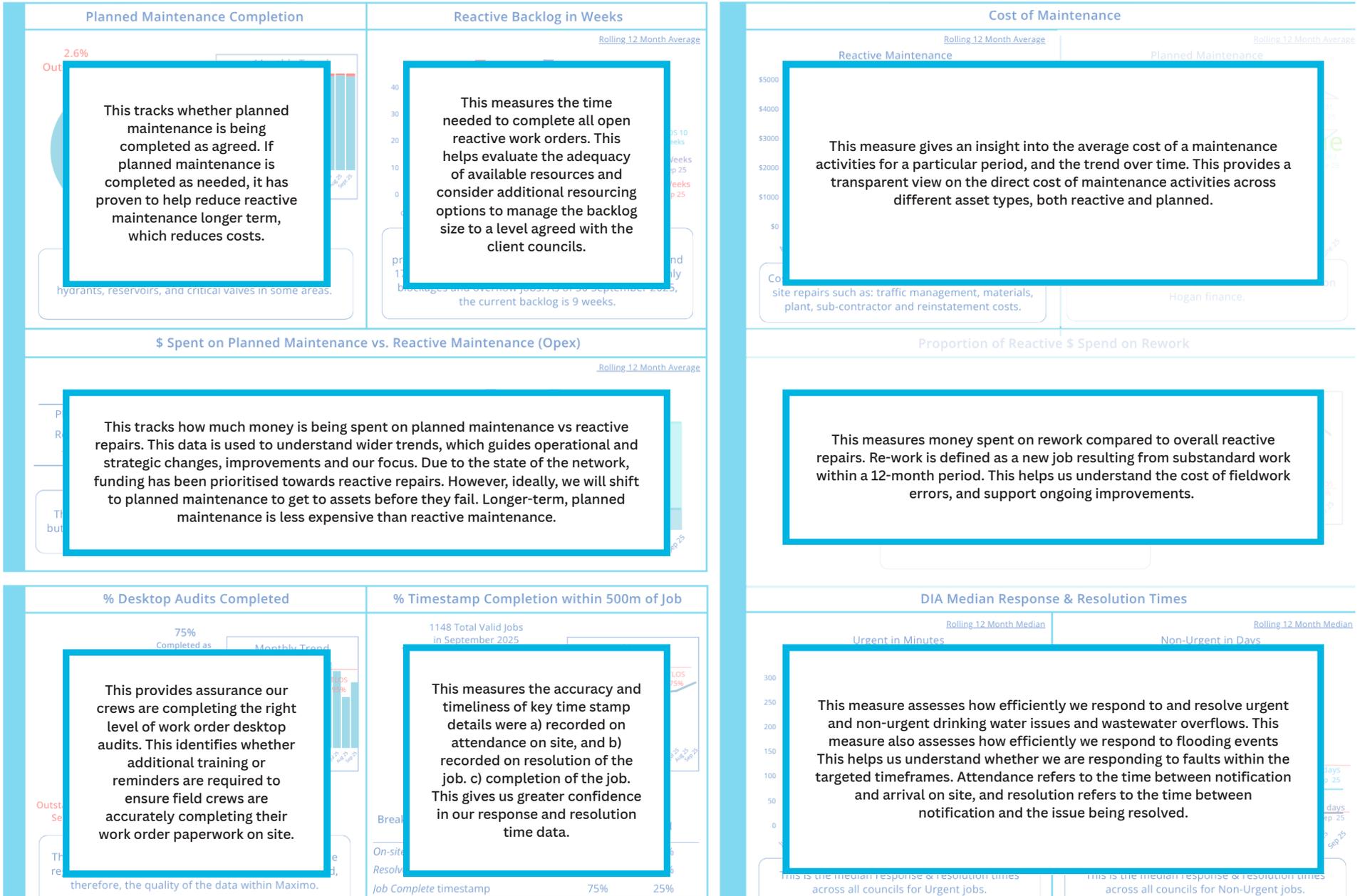
These measures were selected as key indicators to track performance and value for money.

### **Measures Awaiting Implementation:**

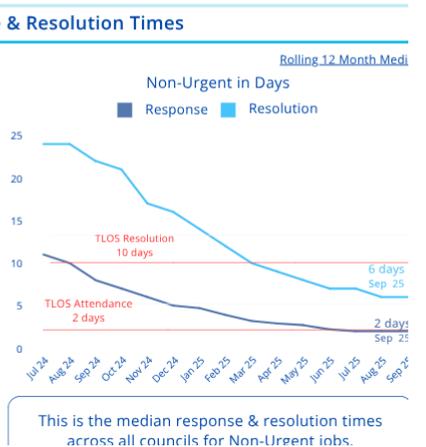
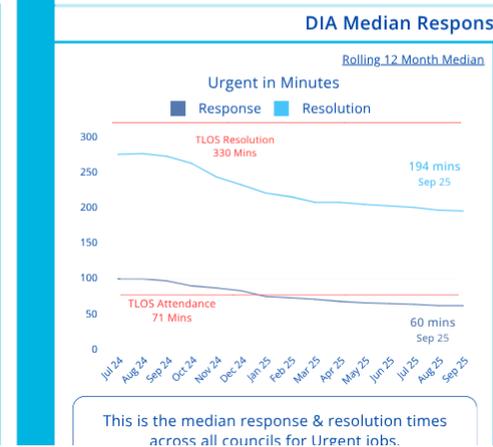
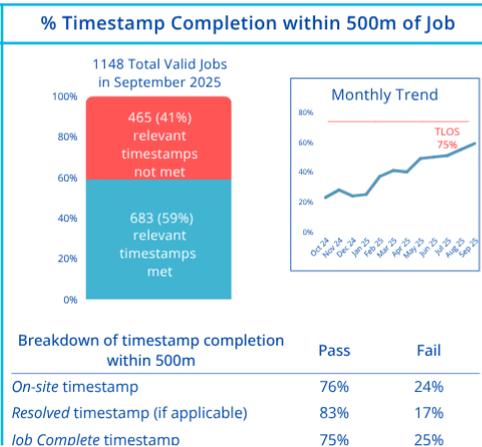
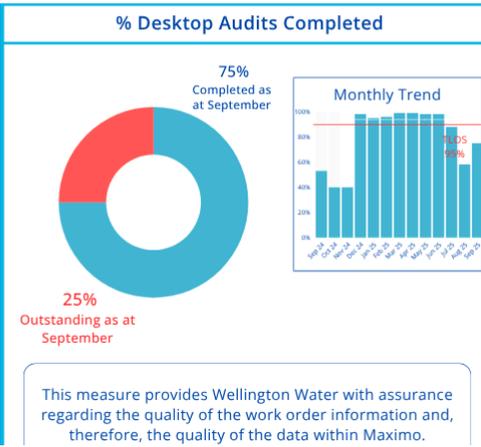
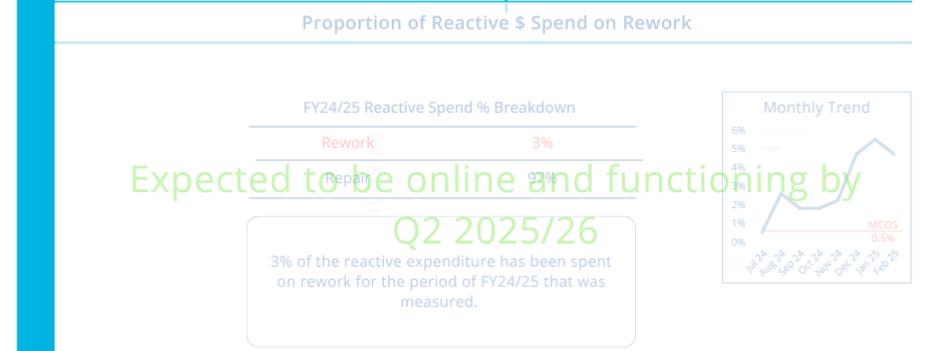
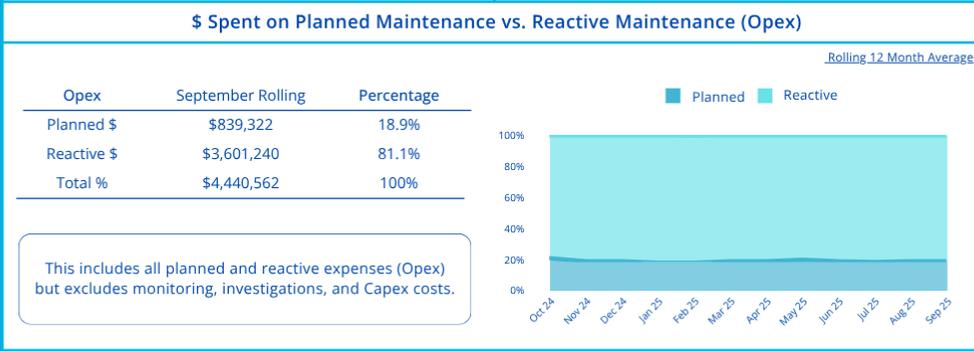
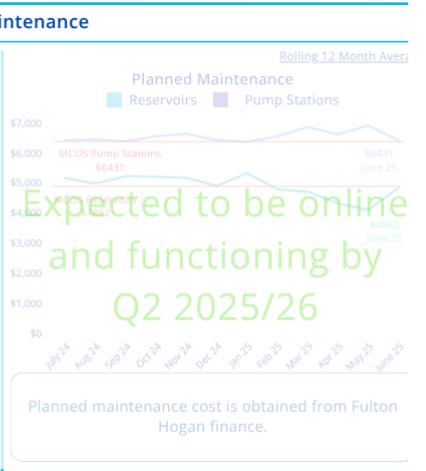
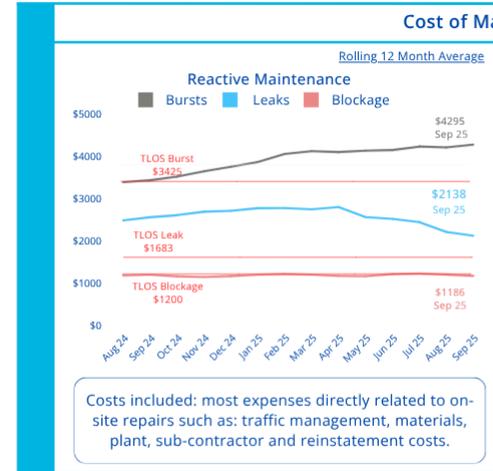
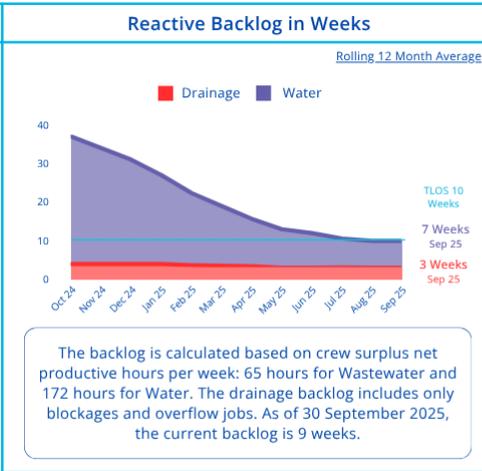
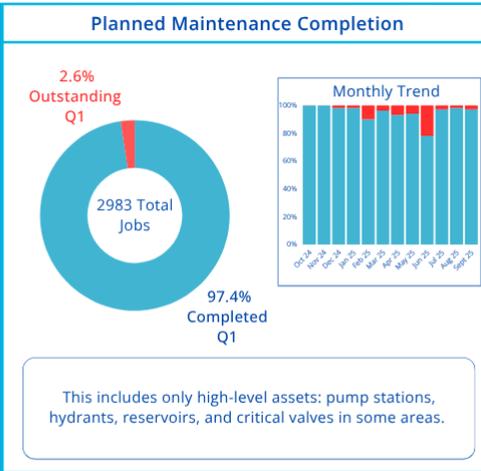
**Cost of Maintenance Planned:** The existing methodology was deemed not fit for purpose. The improvement initiative was originally planned for Q1 2025/26 but has since been delayed for several reasons. Costings were at such a high GL level, where it was simply total GL cost for reservoirs and pump stations, divided by the number of assets, rather than any useful information that could furnish the PAB with useful insights. We plan to implement and report the new methodology in Q2.

**Proportion of Reactive \$ Spend on Rework:** The improved methodology was initially scheduled for implementation by the end of Q1 2024. However, this was delayed multiple times for various reasons. Following discussions between the Alliance Director a decision was made to temporarily suspend reporting on this measure until the new methodology was in place. The reasoning for suspending until the new methodology was introduced focused around the amount of time and resources it took to data mine all individual works orders, looking at individual job notes to determine whether it may be rework or not and still end up with a low confidence. We plan to implement and report the new methodology in Q2.

These two cover pages have been created to provide clarity around how to read and interpret the report.



\*The data provided is based on the best information available at the end of September reporting period.





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

**FROM:** Kate Glanville, Hutt City Council

**DATE:** 27 November 2025

**SUBJECT:** MEETING SCHEDULE 2026

### **Purpose of Memorandum**

1. For the Wellington Water Committee (the Committee) to adopt its meeting schedule.

### **Recommendation**

That the Committee:

- (1) agrees to the meeting schedule for the Wellington Water Committee for 2026 as follows:-
  - (a) Friday, 13 March 2026 commencing at 10.00am followed by a workshop at a venue to be confirmed;
  - (b) Friday, 29 May 2026 commencing at 10.00am followed by a workshop at a venue to be confirmed; and
- (2) notes that an additional meeting may be required in June or July 2026, with a date to be confirmed.

### **Proposed meeting arrangements for 2026**

2. Officers have reached out to councils to schedule Committee meetings in 2026.
3. It is important to note that Wellington Water Limited, along with the Wellington Water Committee, is scheduled to cease operations on 30 June 2026. The Committee is expected to meet two or possibly three times in 2026. An additional meeting may be required in June or July 2026, and it will be scheduled once confirmed.

### **Communication**

4. In accordance with legislation, public notice of each formal meeting will be given at the appropriate time.

### **Appendices**

There are no appendices for this Memorandum.

**Author:** Kate Glanville, Senior Democracy Advisor. HCC

**Approved By:** Kathryn Stannard, Head of Democratic Services, HCC



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

**FROM:** Kate Glanville, Hutt City Council

**DATE:** 04 November 2025

**SUBJECT:** WELLINGTON WATER COMMITTEE FORWARD PROGRAMME 2026

### 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 2026.

### Recommendation

That the Committee receives and notes the attached draft Forward Programme and future workshop topics for the Wellington Water Committee for 2026, 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 2026 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↓	Appendix 1: Wellington Water Forward Programme 2026	220

**Author:** Kate Glanville  
Senior Democracy Advisor, HCC

**Approved By:** Kathryn Stannard  
Head of Democratic Services, HCC

## Wellington Water Committee Forward Programme 2026

13 March 2026	29 May 2026
<i>Location: TBC</i>	<i>Location: TBC</i>
<b>Wellington Water Committee</b> <ul style="list-style-type: none"><li>• Workshop placeholder</li><li>• Chairperson's Statement</li></ul>	<b>Wellington Water Committee</b> <ul style="list-style-type: none"><li>• Workshop placeholder</li><li>• Chairperson's Statement</li></ul>
<b>Wellington Water</b> <ul style="list-style-type: none"><li>• Company and Governance Update</li></ul>	<b>Wellington Water</b> <ul style="list-style-type: none"><li>• Company and Governance Update</li></ul>