



KOMITI NGĀ WAI HANGARUA WELLINGTON WATER COMMITTEE

6 March 2026

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

Friday 13 March 2026 commencing at 10:00 am

The meeting will be livestreamed on Hutt City Council's YouTube page.

Membership

Cr R Connelly (Chair)	Greater Wellington Regional Council
Cr S Edwards (Deputy Chair)	Hutt City Council
Mayor A Baker	Porirua City Council
Mayor A Little	Wellington City Council
H Modlik	Te Rūnanga O Toa Rangatira
K Puketapu-Dentice	Taranaki Whānui ki Te Upoko o Te Ika
A Rutene	Ngāti Kahungunu ki Wairarapa Tamaki Nui a Rua Treaty Settlement Trust
Mayor F Wilde	South Wairarapa District Council
Mayor P Zee	Upper Hutt City Council
Cr S Woolf	Greater Wellington Regional Council (Alternate)
Mayor K Laban	Hutt City Council (Alternate)
Deputy Mayor K Wihapi	Porirua City Council (Alternate)
Deputy Mayor B McNulty	Wellington City Council (Alternate)
R Faulkner	Te Rūnanga O Toa Rangatira (Alternate)
K Tamanui	Taranaki Whānui ki Te Upoko o Te Ika (Alternate)
Deputy Mayor R Taylor	South Wairarapa District Council (Alternate)
Deputy Mayor C White	Upper Hutt City Council (Alternate)

For the dates and times of Hutt City Council meetings, please visit
www.huttcity.govt.nz

Wellington Water Committee

Terms of Reference

Purpose

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

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

Status

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

Specific responsibilities

The Committee's responsibilities are:

Governance oversight responsibilities

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

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

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

Membership

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

Chairperson

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

Quorum

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

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

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

Alternates

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

Other Shareholder attendee

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

Decision-making

The Committee will strive to make all decisions by consensus.

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

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

Secretariat services

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

Standing Orders

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

Remuneration

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

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

Administration

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

Duration of the Committee

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

Appendix

Common delegations by Shareholders

Governance oversight responsibilities

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

Shareholders' responsibilities

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

KOMITI NGĀ WAI HANGARUA | WELLINGTON WATER COMMITTEE

Meeting to be held in the Hutt City Council Chambers,
2nd Floor, 30 Laings Road, Lower Hutt on
Friday 13 March 2026 commencing at 10:00 am

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

No apologies have been received.

3. PUBLIC COMMENT

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

4. CONFLICT OF INTEREST DECLARATIONS

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

5. MINUTES

Meeting minutes Komiti Ngā Wai Hangarua | Wellington Water Committee,
12 December 2025

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6. CHAIR'S STATEMENT

A verbal statement by the Chair of the Wellington Water Committee

7. **COMPANY AND GOVERNANCE UPDATE**

Report No. WWC2026/1/20 by Wellington Water Limited 14

8. **MOA POINT UPDATE - 13 MARCH 2026**

Report No. WWC2026/1/8 by Wellington Water Limited 77

9. **WELLINGTON WATER HALF-YEAR REPORT TO 31 DECEMBER 2025**

Report No. WWC2026/1/9 by Wellington Water Limited 79

10. **INFORMATION ITEM**

Wellington Water Committee Forward Programme 2026

Memorandum dated 26 February 2026 by the Senior Democracy Advisor,
Hutt City Council 101

11. **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.

12. **EXCLUSION OF THE PUBLIC**

CHAIR'S RECOMMENDATION:

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

13. **APPOINTMENT OF WELLINGTON WATER BOARD CHAIR
AND DIRECTOR REUMERATION REQUEST**

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

(A)	(B)	(C)
General subject of the matter to be considered.	Reason for passing this resolution in relation to each matter.	Ground under section 48(1) for the passing of this resolution.
Appointment of Wellington Water Board Chair and Director Reumeration Request.	The withholding of the information is necessary to protect the privacy of natural persons. (s7(2)(a)).	That the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding exist.

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

Kate Glanville
 SENIOR DEMOCRACY ADVISOR
 HUTT CITY COUNCIL

KOMITI NGĀ WAI HANGARUA | WELLINGTON WATER COMMITTEE

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

Friday 12 December 2025 commencing at 10:00am

To watch the livestream of the meeting, please click on the link here: [Wellington Water Committee - 12 December 2025](#)

PRESENT:

Cr R Connelly, Greater Wellington Regional Council (Chair)

Cr S Edwards, Hutt City Council (Deputy Chair)

Mayor A Little, Wellington City Council

R Faulkner, Te Rūnanga O Toa Rangatira

Mayor A Baker, Porirua City Council

Mayor F Wilde, South Wairarapa District Council (via audio-visual link)

Mayor P Zee, Upper Hutt City Council

APOLOGIES:

H Modlik and A Rutene

IN ATTENDANCE:

Mayor K Laban, Hutt City Council (part meeting)

W Walker, Chief Executive, Porirua City Council

J Miller, Chief Executive, Hutt City Council

M Prosser, Chief Executive, Wellington City Council

J Smith, Chief Executive, South Wairarapa District Council
(via audio-visual link)

K Glanville, Senior Democracy, Hutt City Council

NON ATTENDANCE:

K Puketapu-Dentice, Taranaki Whānui ki Te Upoko o Te ka

PUBLIC BUSINESS

1. **OPENING FORMALITIES - KARAKIA KAUNIHERA**

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Haumi e, hui e Taiki e!	<i>Connected, united, affirmed!</i>

2. **APOLOGIES**

RESOLVED: (Mayor Zee/Cr Connelly)

Minute No. WWC 25501

"That the apologies from H Modlik and A Rutene be received and leave of absence granted."

3. **PUBLIC COMMENT**

There was no public comment.

4. **CONFLICT OF INTEREST DECLARATIONS**

There were no conflicts of interest declarations.

5. **PROCEDURE TO ELECT THE CHAIR AND DEPUTY CHAIR**

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

The Chief Executive, Porirua City Council elaborated on the report.

RESOLVED: (Mayor Baker/Mayor Zee)

Minute No. WWC 25502

That the Committee:

- (1) receives and notes the information;*
- (2) adopts voting system B (election by the greatest number of votes) for the election of the Committee Chair and Deputy Chair; and*
- (3) 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."*

The Chief Executive, Porirua City Council, called for nominations for the Chair. Only one nomination was received.

RESOLVED: (Mayor Baker/Mayor Zee)

Minute No. WWC 25503

"That Cr Connelly be elected as Chair of the Wellington Water Committee."

The Chair thanked members for her nomination and support.

The Chair called for nominations for Deputy Chair. Only one nomination was received.

RESOLVED: (Mayor Zee/Mayor Baker)

Minute No. WWC 25504

"That Cr Edwards be elected as Deputy Chair of the Wellington Water Committee."

6. COMPANY AND GOVERNANCE UPDATE

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

Pat Dougherty, Chief Executive, Nick Leggett, Board Chair, Erin Ganley, Acting Chief Risk and Compliance Officer, and Charles Barker, Chief Operating Officer from Wellington Water Limited (WWL) were in attendance for the item.

Will Peet, Chair of the Tiaki Wai Board, was also in attendance for the item.

The Board Chair, WWL reported that WWL had been concentrating on ensuring a smooth handover to Tiaki Wai.

The Chief Executive, WWL outlined three key priorities set by the Board: to deliver the Technology Systems Improvements programme, support the transition to Tiaki Wai, and continue delivering the capex and opex programme while ensuring value for money.

The Acting Chief Risk and Compliance Officer addressed the low risk of a water shortage this summer. The Chair recognised the improvements made in reducing leaks to an acceptable level, which meant no water shortages were expected this summer.

The Chief Operating Officer stated that WWL had significantly improved capital delivery, showcasing faster, more agile procurement processes and increased commercial tension, which provided assurance of effective delivery. He also noted that a letter had been sent to councils regarding underspending on capital expenditure and expressed confidence that WWL would achieve the targets outlined in the Statement of Intent. An outline of the transition for South Wairarapa District Council was provided, outlining its move to a Wairarapa entity.

The Board Chairs, WWL and Tiaki Wai mentioned the following points:

- (a) they were developing their relationship through regular communication and joint meetings.
- (b) WWL maintained decision-making authority, but Tiaki Wai was becoming more involved in investment decisions as they worked toward the deadline of 30 June 2026.
- (c) both Boards were collaborating effectively while respecting their respective operational roles.

Following a recent health and safety incident at the Seaview plant caused by operator error, WWL staff reported that councils were notified and that the issue was addressed with Veolia. Veolia was increasing on-site management resources, and WWL had the right to enter the plant at any time to ensure safety. The contract with Veolia was extended for three more years.

RESOLVED: (Cr Connelly/Mayor Baker)

Minute No. WWC 25505

"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."*

7. **MEETING SCHEDULE 2026**

Memorandum dated 27 November 2025 by the Senior Democracy Advisor

The Chair advised that the venue for the meetings would be confirmed in early 2026.

RESOLVED: (Cr Connelly/Mayor Zee)

Minute No. WWC 25506

"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."*

8. INFORMATION ITEM

Wellington Water Committee Forward Programme 2026

Memorandum dated 4 November 2025 by the Senior Democracy Advisor

RESOLVED: (Cr Connelly/Cr Edwards)

Minute No. WWC 25507

"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."

The Chair recognised Bruce Hodgins, Strategic Advisor, who was retiring after 43 years of dedicated service to Hutt City Council. She expressed gratitude for his hard work and wished him all the best in his retirement.

9. QUESTIONS

There were no questions.

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 wairua i te	<i>continuing journey</i>
ara takatū	<i>Oh Rongo, raise these words up high</i>
Koia rā e Rongo whakairihia ake ki	<i>so that we be cleansed and be free,</i>
runga	<i>Yes indeed, we are free!</i>
Kia wātea, kia wātea!	<i>Good and peaceful</i>
Ae rā, kua wātea!	
Hau, pai mārire.	

There being no further business, the Chair declared the meeting closed at 11.05am.

Cr R Connelly
CHAIR

CONFIRMED as a true and correct record
Dated this 13th day of March 2026



Komiti Ngā Wai Hangarua Wellington Water Committee

26 February 2026

Report no: WWC2026/1/20

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 receives and notes the report.

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. Nick Leggett stood down as Board Chair on 16 February 2026, and the Board has appointed Bill Bayfield as the new Chair.
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 Half-year Report for the six months ended 31 December 2025;
 - b) Received an update on the Culture and Value for Money Improvement Plan (provided to the Committee as Appendix 1);
 - c) Gave approval to enter Phase Zero of the Technology Systems Investment Programme.

Summary of Performance

5. We acknowledge the significant impact on communities and the environment of the failure of the Moa Point Wastewater Treatment Plant on 4 February 2026. This is covered under a separate agenda item, and a verbal update will be provided to the Committee.
6. We continue to make progress with the Culture and Value for Money Improvement Plan (CVMIP). The progress update for Q2 is included as Appendix 1.
7. In January 2026, we reviewed the plan to reflect changes in circumstances and competing priorities. The resulting Version 2 of the CVMIP is provided in full as Appendix 2. The key changes made were:
 - a) Objective 1.1c was changed to include a reference to the Water Services Strategy;
 - b) Objective 3.1a was modified to include work being done to establish the Investment Delivery Executive Oversight group to stabilise the capital programme, strengthen accountability and create a single integrated investment system.
8. Actions on a range of the objectives have also been updated with four objectives completed in Q2.
9. The Seaview WWTP Dryer project has been awarded to Downer NZ under a Target Outturn Cost (TOC) delivery model. The agreed TOC is below the approved budget provision, reflecting a positive commercial outcome following negotiation and independent peer reviews. The project programme anticipates practical completion approximately two months earlier than previously scheduled. This represents a strong outcome for the region and reflects the collaborative effort of the project team and delivery partners.

The Water Committee Priorities

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

10. 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 being directed to support this crucial work.
11. Wellington Water continue to support the Tiaki Wai Establishment Team, including establishment planning and alignment of work on technology systems investment. Work is underway on completing the legal transfer questionnaire, contributing to the Water Services Strategy, customer contact planning and getting ready for Day One operations. There is a lot of work still to be done in these areas, and in reviewing the draft transfer agreements and service level agreements between councils and Tiaki Wai to provide assurance that they will include the necessary elements for Tiaki Wai to operate successfully.

12. The Chief Executive for Tiaki Wai started on 2 March. Wellington Water will work closely with the Establishment Team to support him in his new role.
13. To support the shift to Tiaki Wai, align with the strategic direction, and ensure clear accountability at the scale Tiaki Wai will operate, we have consulted staff on a proposal to establish a Chief Financial Officer and a Chief Customer Officer and making corresponding changes to reporting lines so that related functions move to these groups.
14. The Tiaki Wai Board and Wellington Water Board have met several times on matters of joint interest, particularly the Pūnaha Tautoko Pūkenga (formerly Technology Systems Investment) and the water meter programmes. Joint Board meetings are being planned for the coming months to ensure smooth handover of governance responsibilities.
15. We are working with South Wairarapa District Council to enable a smooth transition to a new maintenance and operations provider. SWDC has made job offers to affected staff.

Sustainable water supply and reducing consumption

Current state and risk during summer

16. Each month we publish a report on leak repairs and the backlog level for each council. The most recent leaks dashboard shows the metropolitan region's backlog level at 640 at the end of January. This is well above the sustainable backlog of 325, but it is common to have a greater number of leaks identified during summer when they are more evident.

Risks to current supply

17. Wellington Water monitors the potential impact of third party activities on source water for drinking water supply. Two recent larger scale projects have been actively considered by Wellington Water:
 - a) CentrePort completed dredging works in Wellington Harbour in December 2025, and Wellington Water monitored the activity closely due to the aquifer extending beneath the harbour. While a few irregular monitoring results initially required investigation, all were traced to unrelated causes, and both during-works and post-dredging monitoring confirmed no impacts on the aquifer. Irregular monitoring results demonstrated the value of the additional monitoring Wellington Water required as part of the consent process.
 - b) RiverLink gravel extraction has been assessed for long-term impacts on the aquifer. Ongoing work is looking at the groundwater monitoring plans for the duration of the Riverlink works, with Wellington Water engaging with stakeholders and providing feedback to ensure the plan adequately protects the aquifer.

Longer term planning for sustainable supply

18. We are working with the Tiaki Wai Establishment Team to ensure that the Water Services Strategy allows for the investment required for a sustainable supply of water into the future. This includes 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.
19. The KRA strategy has been incorporated into a Bulk Drinking Water Programme Case (BDWIC). This has been presented to the Wellington Water and Tiaki Wai Boards, and we are working through their feedback.
20. The Stage 1 Water Metering Business Case has also been presented to the Wellington Water and Tiaki Wai Boards. Future decisions around implementation will be made by Tiaki Wai, and we are working to flesh out and address their feedback. The roadmap and decision-making pathway for metering will be outlined in the Water Services Strategy.

Regulatory performance

21. We continue to regularly engage with the Water Services Authority - Taumata Arowai to build and maintain a positive relationship and understand regulatory expectations. We provided feedback on the proposed changes to the Drinking Water Quality Assurance Rules.
22. GWRC issued two infringement notices for Seaview Wastewater Treatment Plant on 24 October 2025 for events across June-July 2025. The first infringement notice was issued for non-compliant effluent quality discharging to the coastal marine area, and the second infringement was for breach of abatement notice A1026 for the same discharge.
23. Wainuiomata Water Treatment Plant was non-compliant for fluoride in October and November, dropping below the 95% Ministry of Health threshold, and Gear Island Water Treatment Plant was non-compliant in December. All other WTPs were compliant.
24. Dashboards for water and wastewater treatment plant compliance during January are provided as Appendix 3.
25. We have met all foundational information disclosure requirements set by the Commerce Commission. The following reports were submitted on 26 November 2025 and 30 January 2026 and published on our website:
 - a) Progress against and changes to improvement plan
 - b) Operations Report
 - c) Operations and maintenance dashboard.

26. The Commerce Commission released its determination on water services information disclosure on 24 February. The requirements will be phased in over time, and Wellington Water will work with the Tiaki Wai Establishment Team to prepare for these.
27. The Commerce Commission has said that they are evaluating whether additional regulatory oversight of Tiaki Wai would help deliver better outcomes for water consumers. We have not seen any detail on this, but expect that it could be similar to the monitoring of performance and plans for improvement that the Commission does with Watercare.

Operational Achievements and Issues

People

28. Our unplanned turnover is currently sitting at 11.5%, in line with our 12-month rolling average turnover of 11.7%.
29. Significant changes to Wellington Water's operating model over the past year have required a sustained and high-volume recruitment response to ensure the organisation has the right capacity and capability to deliver essential water services with certainty.
30. We had a very positive response rate to December's staff engagement survey of 81%. Employee engagement has improved significantly across 2025, rising from 41% in March to 55% in July and 60% in December. This upward trend occurred during a period of substantial organisational change.

Health & Safety

31. There were no lost time events or significant injuries in Q2.
32. Permit to Work training has been rolled out to operational teams, ensuring a consistent approach to high-risk work across WWL. This follows extensive field trials to confirm the system works effectively.
33. The H&S review for the Seaview WWTP has concluded. This evaluated compliance with the standard for electrical equipment in explosive atmospheres. Eight recommendations were made, and all have been accepted by Veolia.
34. A jointly commissioned operational assessment of all remaining WWTPs to evaluate performance against the Health and Safety Management Plan was planned for Q3. This has been delayed while both organisations focus on the Moa Point recovery.

Wellington Water Corporate Budget

35. Our corporate budget for Q2 2025/26 recorded a deficit of \$4.5 million, driven largely by lower than budgeted recoveries to the council capex programme. The full year forecast is for a \$2.5 million deficit; however, this result is further at risk from potential additional costs through transition related activities and under-delivery of the council capex programme. The deficit will be covered by retained earnings from recent years.

Opex Delivery

36. The councils' **operational expenditure (opex) programme** for the first two quarters of 2025/26 was \$71 million against a budget of \$84 million. The full year forecast shows a \$7 million underspend with all councils under budget. We are reviewing forecasts and redirecting funds to reactive maintenance where appropriate.
37. Operational reports for December 2025 are provided as Appendix 4.
38. We are unable to provide the Maintenance Alliance Performance Report for Q2 2025/26 as it has not been reviewed by the Programme Alliance Board or Wellington Water Board. This will be provided to the next meeting of the Committee.

Capex Delivery

39. The councils' **capital expenditure (capex) programme** for the first two quarters of 2025/26 was \$81 million against a budget of \$140 million. We are presently conducting a review of the full year forecast. The programme is heavily backloaded, but in-year prioritisation has occurred to make additional quality projects delivery ready along with other mitigations to ensure a consistent and high rate of spend month on month to the end of year.

Council	Capital spend for 2025/26 to 31/12/25
Greater Wellington Regional Council	\$11.0 m
Hutt City	\$18.7 m
Porirua City	\$17.9 m
South Wairarapa District	\$0.1 m
Upper Hutt City	\$6.0 m
Wellington City	\$27.6 m
Total	\$81.3 m

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

Councils	Water	Wastewater	Stormwater	Q1 Total	Q2 Total	January	YTD Total	Year End Forecasts
HCC	416	199	-	216	-	399	615	7,759
WCC	-	592	-	291	175	126	592	2,015
UHCC	153	212	-	212	-	153	365	1,192
PCC	-	971	-	425	503	43	971	4,057
GWRC	-	-	-	-	-	-	-	-
Total	569	1,974	-	1,144	678	721	2,543	15,023
Figures are in metres								

Treatment Plants performance

41. Reports on plant compliance are provided to Committee members each month. The latest monthly Wastewater Treatment Plant and Water Treatment Plant dashboard reports are attached as Appendix 3.

Growth update

42. Wellington Water is starting to work with Tiaki Wai about how growth functions will change following 1 July. In the meantime, we are continuing with current work, including:
- a) Finalising the Hutt Intensification Study
 - b) Continuing the Northern Porirua Growth Area wastewater options study, including a supplementary report on revenue options
 - c) Preparing inputs into Wellington City's spatial plan review.
43. We expect to start work on the four city, three waters constraints summary in the near future. This will build off the work that we have completed for Wellington City.

Environmental Water Quality update

44. Improving environmental water quality will require action across Wellington Water, including all three waters networks. An improving environmental water quality portfolio has been contemplated for some time, but is now resourced with a Strategic Portfolio Programme Manager. The challenges and objectives for this portfolio are being articulated which will drive the programmes and projects to achieve the stated objective. At a high level this encompasses:
- a) Knowledge and planning e.g. modelling, master planning, sub-catchment management plans;
 - b) Network discharge consents from the stormwater and wastewater networks;
 - c) Capital works to improve the networks and provide increased capacity;
 - d) Education e.g. communications to customers about what not to wash into stormwater and wastewater systems;

- e) Policy and advocacy e.g. development of design standards, influencing land use through district plan provisions;
 - f) Operations e.g. maintenance and repair of networks, drainage investigations.
45. Wellington Water holds a network discharge consent from the stormwater network, the expiry of this consent has been extended to 31 December 2027 by the Resource Management (Duration of Consents) Amendment Act 2025. Taumata Arowai are contemplating Stormwater Environmental Performance Standards that will potentially regulate the water quality requirements of stormwater discharges. Currently the regulatory framework that applies is the Wellington Natural Resources Plan (NRP).
46. Wellington Water is also considering how to consent wastewater overflows. The Wastewater Environmental Performance Standards (WEPS) will cover these, although the provisions that relate to overflows will commence in 2028. The WEPS requirements do not align with the current and proposed NRP provisions. Wellington Water are considering how to progress the discharge consents from the wastewater network, this will drive improvements to the network to improve water quality likely in line with a set out plan. Related to this will be the relevance of relying on a containment standard, which will drive investment decisions.

Net Zero Carbon update

47. The business is reviewing the processes in place for assessing and reducing the carbon emissions of projects in the capital works programme with a view to reinvigorating this activity and establishing a more formalised and systematic process. There have been reductions seen from some of the projects that have applied this objective.
48. Work is also now underway to start pursuing next steps towards identifying and exploring options for the beneficial re-use of wastewater biosolids. This material is currently all disposed of in landfill, but other approaches will likely result in better environmental and commercial outcomes. This is however a long game, with alternative approaches needing to be accepted by the community and meet environmental requirements (that have now been more clearly defined in the National Environmental Performance Standards).

Technology Systems

49. The Pūnaha Tautoko Pūkenga (formerly Technology Systems Investment) Programme is entering into Phase Zero, in which we work with selected providers to ascertain the detailed requirements and plan the staged delivery for the suite of systems (project management, asset, finance, customer, H&S, people management, payroll and billing systems) required to improve Wellington Water's capability and set up Tiaki Wai to succeed. Contracts with suppliers for delivery of the programme will be entered into at the completion of Phase Zero and future decisions to commit funding will be made by the Tiaki Wai board.

Taita Rock

50. A section of the critical 825mm wastewater trunk main that takes wastewater from Upper Hutt and Lower Hutt to the Seaview Wastewater Treatment Plant is at risk due to ongoing erosion at Taita Rock in Lower Hutt. The rate of erosion has increased, and the cliff has now eroded to within about two meters of the pipe and just a few metres from the end of State Highway Two. This has altered the risk profile, meaning that investment to address the issue has been prioritised.
51. Investment has been approved, with Wellington Water committing \$2m and investment has been included in the draft Water Services Strategy.
52. Slip remediation is complex. Wellington Water is engaging professional services to investigate and provide options for the best next steps.
53. The slip is being monitored weekly, and Wellington Water have an operational response plan to address any operational risks should a major slip occur. This includes actions we can take to mitigate the impact of a major event, including over-pumping and using wastewater storage.
54. GWRC, HCC, UHCC, NZTA and our iwi partners have been engaged on this work.

Climate Change Impact and Considerations

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

Appendices

No.	Title	Page
1	Appendix 1: Culture and Value for Money Improvement Plan progress update	23
2	Appendix 2: Culture and Value for Money Improvement Plan Version 2	47
3	Appendix 3: Water Treatment Plan and Wastewater Treatment Plant dashboard reports for December 2025	54
4	Appendix 4: Regional and Council Operation Reports for Q2 2025/26	71

Author: Natalie Crane, Wellington Water Limited



Wellington Water Commerce Commission Foundational Information Disclosure

Culture and Value for Money Improvement Plan Quarter 2 2025 – 26

1. Progress Rating Definitions and Performance Quarter 1 and Quarter 2 2025-26

		Action Progress rating - Number and (%)		Forecast Objective progress rating to 30 Jun 26 - Number and (%)	
Progress Rating	WWL's Definition	Q1 2025/26	Q2 2025/26	Q1 2025/26	Q2 2025/26
1. Not Started	The task or objective has not been initiated in any form.	0 (0%)	0 (0%)	0 (0%)	0 (0%)
2. Not Achieved	The task was attempted but did not meet the minimum required outcomes.	0 (0%)	0 (0%)	1 (4%)	0 (0%)
3. Partially Achieved	Some progress was made, but key elements of the objective remain incomplete.	6 (23%)	7 (23%)	6 (23%)	1 (4%)
4. Largely Achieved	Most of the objective has been met, with only minor gaps or improvements needed.	9 (35%)	6 (23%)	8 (31%)	11 (42%)
5. Achieved/ Exceeded objective	The objective was fully met or surpassed, delivering results beyond expectations.	11 (42%)	13 (50%)	11 (42%)	14 (54%)
TOTAL		26 (100%)	26 (100%)	26 (100%)	26 (100%)
OBJECTIVES FULLY COMPLETED					3 (12%)



Wellington Water Commerce Commission Foundational Information Disclosure

2. Summary of Updates to Objectives and Quarterly Actions

Note: Where there have been no changes these are not provided below. Refer to Version 2 of Culture and Value for Money Improvement Plan December 2025.

Updated Quarterly Actions		Version 1 <i>(Obsolete)</i>	Version 2	Version 1 <i>(Obsolete)</i>	Version 2	Version 1 <i>(Obsolete)</i>	Version 2
Ref	Objective <i>(red font - addition Dec 2025)</i>	Action <i>(Q2 2025/26)</i>	Action <i>(Q2 2025/26)</i>	Action <i>(Q3 2025/26)</i>	Action <i>(Q3 2025/26)</i>	Action <i>(Q4 2025/26)</i>	Action <i>(Q4 2025/26)</i>
1.1a	Update and develop technology systems and increase capability - Technology Systems Investment Programme	<i>Vendor Selection</i>	Evaluate proposals	<i>Implementation</i>	Vendor Selection	<i>Implementation</i>	Phase 1 implementation
1.1b	Prepare an Interim Capability Roadmap (numbers, process, systems) to de-risk our financial reporting.	<i>Commence business improvement programme focussed on financial processes.</i>	Support delivery of water services strategy budgets		Complete interim capability assessment and roadmap during Q3 with implementation aligning with Tiaki Wai Day 1 & Day 2 timeframes. Provision to Establishment Team for inclusion in plans.		Follow up with Establishment Team on further capability requirements.
1.1c	As required, support the development of the Water Services Delivery Plan and Water Services Strategy in preparation for the new entity	<i>As required to support transition timelines</i>		<i>As required to support transition timelines</i>		<i>As required to support transition timelines</i>	



Wellington Water Commerce Commission Foundational Information Disclosure

Updated Quarterly Actions		Version 1 (Obsolete)	Version 2	Version 1 (Obsolete)	Version 2	Version 1 (Obsolete)	Version 2
Ref	Objective <i>(red font - addition Dec 2025)</i>	Action (Q2 2025/26)	Action (Q2 2025/26)	Action (Q3 2025/26)	Action (Q3 2025/26)	Action (Q4 2025/26)	Action (Q4 2025/26)
1.1d	Create and implement a change framework for coordinated and systematic delivery of changes		Recruit Change Lead for Technology Systems Improvement Programme. Commence Programme approach to change.		Resource plan for change Programme approach. Delivery of improvement areas.	<i>As required to support transition timelines</i>	Resource plan for change Programme approach. Delivery of improvement areas.
2.1a	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.	<i>Check and adjust the amount of work tendered through the panel.</i>	Competitive tension in all work - professional services and construction contracts. Adjust procurement approached as benchmarks established.	<i>Check and adjust the amount of work tendered through the panel.</i>	Competitive tension in all work - professional services and construction contracts. Adjust procurement approached as benchmarks established.	<i>Implementation</i>	Competitive tension in all work - professional services and construction contracts. Adjust procurement approached as benchmarks established.
2.2a	Implement value-focused performance metrics and regular reviews of performance against these for consultants and contractors.	<i>Check and adjust the amount of work tendered through the panel.</i>	Contractors and consultant performance assessed through contract delivery performance	<i>Check and adjust the amount of work tendered through the panel.</i>	Contractors and consultant performance assessed through contract delivery performance		Contractors and consultant performance assessed through contract delivery performance



Wellington Water Commerce Commission Foundational Information Disclosure

Updated Quarterly Actions		Version 1 (Obsolete)	Version 2	Version 1 (Obsolete)	Version 2	Version 1 (Obsolete)	Version 2
Ref	Objective <i>(red font - addition Dec 2025)</i>	Action (Q2 2025/26)	Action (Q2 2025/26)	Action (Q3 2025/26)	Action (Q3 2025/26)	Action (Q4 2025/26)	Action (Q4 2025/26)
2.3a	Strengthen the Commercial and Procurement competency and functions for Wellington Water	<i>Engage independent cost analysis to support validation of pricing.</i> <i>Assess progress with procurement competency and adjust.</i>	Start assessment of progress with strengthening the procurement competency and adjust.	<i>Increase the internal competency for our procurement practices.</i>	Respond to the assessment priorities	<i>Engage independent cost analysis to support validation of pricing.</i>	Rerun the comparative analysis completed in the AECOM Analysis of panel cost and valuation unit rates
3.1a	Original Implement improvements to asset management practice with a no-regrets basis covering the implementation of asset management framework, supporting Technology Systems Investment, and data quality Add to objective <i>Establish an Investment Delivery Executive Oversight (IDEO) Group to stabilise the capital programme, strengthen accountability, and create a single, integrated investment system across Strategy & Planning, Delivery, Finance, and Operations.</i>	<i>Deliver against action plan</i>	Resource the asset management functions for oversight of asset management, monitoring and investment prioritisation. Establish Investment Delivery Executive Oversight (IDEO) Group	<i>Deliver against action plan</i>	Continue implementing asset management framework, secure resource and IDEO.	<i>Deliver against action plan</i>	Continue implementing asset management framework and IDEO.



Wellington Water Commerce Commission Foundational Information Disclosure

Updated Quarterly Actions		Version 1 (Obsolete)	Version 2	Version 1 (Obsolete)	Version 2	Version 1 (Obsolete)	Version 2
Ref	Objective <i>(red font - addition Dec 2025)</i>	Action (Q2 2025/26)	Action (Q2 2025/26)	Action (Q3 2025/26)	Action (Q3 2025/26)	Action (Q4 2025/26)	Action (Q4 2025/26)
3.1b	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.		Critical process improvements		Critical process improvements		Critical process improvements
3.1c	Develop and implement group purpose statements		No further action required				
3.1d	Implement good practice approaches for recognising and rewarding values-based staff actions	<i>Implement</i>	Implementation		Objective completed in Q2		Objective completed in Q2 2025/26
3.2a	Communicate with staff through staff meetings and messages the importance of speaking up and raising risks early.	<i>Original Incorporated into staff inductions</i>	Within business as usual activities, e.g. leadership forum, on line sessions, and every day work, people are encouraged to speak up and raise issues.		Continue to promote the importance of speaking up early, promoting the mechanisms to do so. Focus on supporting leaders and employees to be proactive in highlighting risks early.	<i>Retrospective review and a refreshed plan.</i>	Continue to promote the importance of speaking up early, promoting the mechanisms to do so. Focus on supporting leaders and employees to be proactive in highlighting risks early.



Wellington Water Commerce Commission Foundational Information Disclosure

Updated Quarterly Actions		Version 1 (Obsolete)	Version 2	Version 1 (Obsolete)	Version 2	Version 1 (Obsolete)	Version 2
Ref	Objective <i>(red font - addition Dec 2025)</i>	Action (Q2 2025/26)	Action (Q2 2025/26)	Action (Q3 2025/26)	Action (Q3 2025/26)	Action (Q4 2025/26)	Action (Q4 2025/26)
3.2b	The Code of Conduct is reviewed to include positive, value-reinforcing behaviours across the organisation	<i>Implement Changes</i>	Implement changes		Objective completed in Q2. No further work required. Will be superseded by Tiaki Wai Code of Conduct.		Objective completed in Q2. No further work required. Will be superseded by Tiaki Wai Code of Conduct.
3.2c	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.	<i>Implement changes</i> <i>Deliver training and awareness of policies</i>	Review significance policy		Deliver training and awareness of Protected Disclosures ("Whistleblowers") policy.		
3.3d	3.3d: Simplify the internal management framework by reviewing existing Management Committee Framework and implement changes				Updated list of current management committees and terms of reference.		



Wellington Water Commerce Commission Foundational Information Disclosure

Updated Quarterly Actions		Version 1 (Obsolete)	Version 2	Version 1 (Obsolete)	Version 2	Version 1 (Obsolete)	Version 2
Ref	Objective <i>(red font - addition Dec 2025)</i>	Action (Q2 2025/26)	Action (Q2 2025/26)	Action (Q3 2025/26)	Action (Q3 2025/26)	Action (Q4 2025/26)	Action (Q4 2025/26)
4.1a	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.	<i>Develop a multi-year programme of work and associated business case</i>	Undertake optioneering and develop a multi-year programme of work to replace existing fluoridation systems.	<i>Develop a multi-year programme of work and associated business case</i>	Progress preferred solution.	<i>Develop a multi-year programme of work and associated business case.</i>	Progress preferred solution.
4.2a	Improve Wastewater Treatment Plant compliance.		To provide assurance to the Wellington Water Board that the compliance projects are on track and regulatory enforcement is avoided.		To provide assurance to the Wellington Water Board that the compliance projects are on track and regulatory enforcement is avoided.		To provide assurance to the Wellington Water Board that the compliance projects are on track and regulatory enforcement is avoided.



Wellington Water Commerce Commission Foundational Information Disclosure

Updated Quarterly Actions		Version 1 <i>(Obsolete)</i>	Version 2	Version 1 <i>(Obsolete)</i>	Version 2	Version 1 <i>(Obsolete)</i>	Version 2
Ref	Objective <i>(red font - addition Dec 2025)</i>	Action <i>(Q2 2025/26)</i>	Action <i>(Q2 2025/26)</i>	Action <i>(Q3 2025/26)</i>	Action <i>(Q3 2025/26)</i>	Action <i>(Q4 2025/26)</i>	Action <i>(Q4 2025/26)</i>
4.3a	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	<i>No statement of claims.</i>	No statement of claims.	<i>Report</i>	Report back on improvements	<i>Report</i>	Leave blank
4.3b	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.	<i>Make an assessment of how the conflict is managed.</i>	Build internal competency and standard of practice with clear responsibility for oversight of external project manager performance,		Build internal competency and standard of practice with clear responsibility for oversight of external project manager performance,		Make an assessment of how the conflict is managed.
4.3c	Implement a comprehensive set of company-wide delegations.	<i>Review effectiveness of new delegations.</i>	.		Completed in Q2		Completed in Q2



Wellington Water Commerce Commission Foundational Information Disclosure

Updated Quarterly Actions		Version 1 (Obsolete)	Version 2	Version 1 (Obsolete)	Version 2	Version 1 (Obsolete)	Version 2
Ref	Objective <i>(red font - addition Dec 2025)</i>	Action (Q2 2025/26)	Action (Q2 2025/26)	Action (Q3 2025/26)	Action (Q3 2025/26)	Action (Q4 2025/26)	Action (Q4 2025/26)
4.3d	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		Review the management of contingency for programmes of capital investment.		Completed in Q4 2024/25		Completed in Q4 2024/25



Wellington Water Commerce Commission Foundational Information Disclosure

3. Objectives that will endure into Tiaki Wai

Ref	Objective
1.1a	Update and develop technology systems and increase capability - Technology Systems Investment Programme
1.1d	Create and implement a change framework for coordinated and systematic delivery of changes
3.1a	Implement improvements to asset management practice with a no-regrets basis. Establish an Investment Delivery Executive Oversight (IDEO) Group to stabilise the capital programme, strengthen accountability, and create a single, integrated investment system across Strategy & Planning, Delivery, Finance, and Operations.
3.1b	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.
4.2a	Improve Wastewater Treatment Plant compliance.

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.

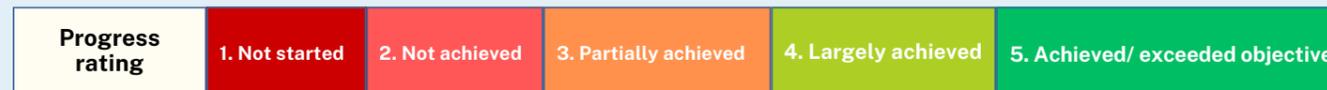
Progress rating	1. Not started	2. Not achieved	3. Partially achieved	4. Largely achieved	5. Achieved/ exceeded objective
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Objective	Objective performance	Forecast progress rating to 30 June 26 <i>Overall objective</i>	Q2 action	Quarterly action performance	Progress rating Q2 Action
Outcome 1.1: We will enhance organisational capability in the lead-up to the new entity					
1.1a: Update and develop technology systems and increase capability - Technology Systems Investment Programme	<p>Once endorsed by the Wellington Water and Tiaki Wai Boards, the programme will enter Phase Zero with preferred vendors. This phase will begin integrated discovery and planning, with the outputs being the detailed business case for approval to enter implementation, and the associated implementation roadmap and plan.</p> <p>Information Management workstream will prepare for migration and execution for 'go live' of the new system on 1 July 2026.</p>	4. Largely achieved	Evaluate proposals	<p>The programme has completed the tender evaluation for the Towers Request for Proposal (RFP) and has identified preferred vendors. Negotiation with the preferred vendors for Phase Zero Statement of Work underway from mid-January 2026.</p> <p>Information Management workstream completed contract signing on 12 November 2025. Subject Matter Experts will be onboarded and involved in the Discovery and Architecture phase of the project, participating in structured workshops with the vendor and Wellington Water to support the design and development of the new Information Management solution over the next three months.</p> <p>Action not taken: RFP Towers - Contract award to preferred vendors for the Towers RFP.</p> <p>Why: The increase in scope in the procurement phase to include HR, billing, payroll and Health and Safety, as directed by the Tiaki Wai Establishment Group, resulted in more responses than expected.</p> <p>When will be completed: March 2026 - Q3 2025/26</p>	4. Largely achieved
1.1b: Prepare an Interim Capability Roadmap (numbers, process, systems) to de-risk our financial reporting	<p>The Finance team has been restructured to address known capability gaps. System needs have been scoped and fed into the Technology System Investment Programme. An initial draft capability roadmap has been developed.</p> <p>Action to be taken: An interim capability assessment and roadmap is anticipated to be completed during Q3 2025/26 with implementation aligning with Tiaki Wai Day 1 & Day 2 timeframes.</p>	5. Achieved/ exceeded objective	Support delivery of water services strategy budgets	Initial Water Services Strategy budgets have been developed in line with agreed timeframes.	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.

Changes to objectives noted in red.



Objective	Objective performance	Forecast progress rating to 30 June 2026 <i>Overall objective</i>	Q2 action	Quarterly action performance	Progress rating Q2 Action
Outcome 1.1: We will enhance organisational capability in the lead-up to the new entity					
1.1c: As required, support the development of the Water Services Delivery Plan and Water Services Strategy in preparation for the new entity	<p>Continued involvement of relevant Wellington Water teams (i.e. Investment Planning, Capital Delivery, Finance, Business Planning, etc.) in developing the Water Services Strategy will assist in ensuring Tiaki Wai is able to deliver on the strategy from 1 July 2026.</p> <p>The Tiaki Wai establishment team are reporting the Water Services Strategy workstream as being on-track for delivery.</p>	5. Achieved/ exceeded objective	As required to support transition timelines	<p>Wellington Water has provided input into all key areas of the Water Services Strategy - investment plan, levels of service deliverability, and finance - as the Establishment Team works towards submission of a draft for council feedback and community consultation by 1 March 2026.</p> <p>The Tiaki Wai Establishment team is responsible for preparing the first Water Services Strategy with input/support from Wellington Water.</p>	5. Achieved/ exceeded objective
1.1d: Create and implement a change framework for coordinated and systematic delivery of changes	<p>A coordinated framework and approach to change across the Technology Systems Improvement programme and the Transition programme to fold into the new entity, will be developed to ensure alignment and interdependencies are well managed to support the successful establishment of Tiaki Wai.</p> <p>A governance oversight group will support this. Development and delivery of these two programmes are anchor points for setting the new organisation up for success, however they are in addition to Wellington Water's BAU delivery and Wellington Water has not been specifically funded for Transition, so resource constraints are likely.</p> <p>The Transition work to Day 1 will focus on the core requirements and foundations. It will also identify and recommend further areas of work for prioritisation by Tiaki Wai to continue building the strength and capability of the new organisation. Systemic delivery of changes needs to continue beyond 30 June 2026. Technology Systems Investment will be a work in progress at 30 June 2026, and delivery will continue into the new organisation.</p>	4. Largely achieved	Recruit Change Lead for Technology Systems Improvement Programme. Commence Programme approach to change.	A Change Lead has been recruited and started. Work has begun on coordinating a programme approach, including creating a change heatmap and drafting a change strategy for the Technology Systems Improvement programme.	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>	Q2 action	Quarterly action performance	Progress rating Q2 Action
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Outcome 1.1: We will enhance organisational capability in the lead-up to the new entity

1.1e: Engage with Watercare specifically to identify and convert practical future synergies	We will continue to engage with Watercare and build relationships to support progress on common interests, strategy, or practice.	5. Achieved/exceeded objective	Explore opportunities	Watercare are engaged with on a regular basis. These conversations have provided valuable insights into areas such as metering practices and functional organisation, which we consider as part of our improvement or business initiatives.	4. Largely achieved
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Outcome 2.1: Strengthen mechanisms for demonstrating value for money

2.1a: 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	Our progress towards the 30 June 2026 goal is on track to largely achieve objective. We are now starting the development of FY26/27 portfolios and associated planning and design activities.	4. Largely achieved	Competitive tension in all work - professional services and construction contracts. Adjust procurement approached as benchmarks established.	Projects and contracts delivered in Q2 2025/26 have continued to operate under commercial tension, with a mix of open and closed tenders issued via GETS in accordance with procurement principles and policy. Data capture and analysis processes have progressed further during the quarter, improving the consistency and visibility of procurement activity and commercial performance across the programme. Action not taken: Full implementation of end-to-end procurement reporting and completion of all capability training. Why: Further refinement is still required to fully embed new processes, confirm consistent reporting metrics, and align capability development with the evolving procurement framework. This work is being deliberately staged to ensure sustainable adoption. When will be completed: Training and capability uplift remain ongoing and form part of the established operating rhythm through the remainder of the 2025/26 financial year.	3. Partially achieved
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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>	Q2 action	Quarterly action performance	Progress rating Q2 Action
Outcome 2.2: Strengthen the control and oversight of our suppliers					
2.2a: Implement value-focused performance metrics and regular reviews of performance against these for consultants and contractors	Our progress towards the 30 June 2026 goal remains on track. The new process and system are being finalised to track contractors and consultants' performance.	5. Achieved/ exceeded objective	Contractors and consultant performance assessed through contract delivery performance	Tendering continues to be undertaken in accordance with the procurement policy, with open tendering driving value for money outcomes. Contracts are managed and supervised in line with the Construction Contracts Act and NZS391 requirements, with payments made only where works are completed in accordance with specifications and contract conditions. Development of value-focused metrics and performance KPIs has progressed during the quarter and is expected to be implemented in Q3 2025/26.	3. Partially achieved
2.2b: Implement a value-focussed performance framework for the Operations and Maintenance Alliance that also includes pain/gain sharing	Further Alliance Performance metrics are under development and will be implemented and reported to the Programme Alliance Board as BAU.	5. Achieved/ exceeded objective	Performance of the Alliance is published and briefed to the Wellington Water Board	Implemented - Programme Alliance Board Quarterly reporting to Wellington Water Board and Water Committee is now in place. Final data points revised to improve data quality.	5. Achieved/ exceeded objective

Wellington Water
 Culture and Value for Money
 Improvement Plan
 Final Quarterly Progress Report - Q2 2025/26

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>	Q2 action	Progress made this quarter	Progress rating Q2 Action
Outcome 2.3: Strengthen commercial and procurement competency and capability across the organisation that drives a focus on delivery of value for money					
2.3a: Strengthen the Commercial and Procurement competency and functions for Wellington Water	<p>The updated procurement thresholds will strengthen competitive sourcing by enabling direct procurement up to \$100k, requiring closed tendering with three suppliers for \$100k–\$500k, and mandating open tendering above \$500k with Procurement Decision Making Committee oversight from \$1m.</p> <p>These settings are expected to further reduce exemptions, support earlier planning, and maintain strong visibility through embedded monthly ELT reporting.</p> <p>Procurement training begins in January 2026 and will focus on applying the new thresholds, improving planning behaviours, and ensuring consistent use of competitive processes. The training is expected to lift organisational capability, reduce process variation, and support sustained value-for-money outcomes.</p>	4. Largely achieved	Start assessment of progress with strengthening the procurement competency and adjust.	<p>Updated procurement thresholds now require: direct sourcing up to \$100k, closed tendering with three suppliers for \$100k–\$500k, and open tendering for all procurements above \$500k, with Procurement Decision Making Committee oversight from \$1m+.</p> <p>Open-market tendering has strengthened across the organisation, with 25+ tenders released between August–November 2025 (values ranging from <\$1m to \$10m) and a consistent monthly pipeline of 38–50 projects in planning. Monthly ELT reporting is now embedded, providing visibility of tenders, exemptions, and contract awards and improving governance confidence.</p> <p>Exemptions have reduced materially from 24 in July to 4 in November 2025 and the exemption-to-tender ratio has improved from 24:5 to 4:9 over the same period.</p> <p>Procurement training and guidance materials are being prepared to support the organisation.</p>	4. Largely achieved

Wellington Water
 Culture and Value for Money
 Improvement Plan
 Final Quarterly Progress Report - Q2 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.

Changes to objectives noted in red.

Progress rating	1. Not started	2. Not achieved	3. Partially achieved	4. Largely achieved	5. Achieved/ exceeded objective
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Objective	Objective performance	Forecast progress rating to 30 June 2026 <i>Overall objective</i>	Q2 action	Quarterly action performance	Progress rating Q2 Action
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Outcome 3.1: Orthodox organisational model with clear purpose and lines of accountability

<p>3.1a: Implement improvements to asset management practice with a no-regrets basis covering the following:</p> <ul style="list-style-type: none"> -Implementation of asset management framework -Supporting Technology Systems Investment -Data quality <p>Establish an Investment Delivery Group Executive Oversight (IDEO) Group to stabilise the capital programme, strengthen accountability, and create a single, integrated investment system across Strategy & Planning, Delivery, Finance, and Operations.</p>	<p>Asset Management Engineers will be in place with a work programme.</p> <p>Investment Delivery Executive Oversight (IDEO) Committee will continue coordinating asset and capital programmes.</p>	4. Largely achieved	<p>Resource the asset management functions for oversight of asset management, monitoring and investment prioritisation.</p> <p>Establish Investment Delivery Executive Oversight (IDEO) Group</p>	<p>Wellington Water developed an Asset Management Framework in November 2025. An Investment Delivery Executive Oversight (IDEO) Committee has been established with an independent Chair.</p> <p>The purpose of this group is to provide unified executive governance and assurance across Wellington Water’s end to end investment and asset management system.</p> <p>In December 2025, approval was given for the recruitment of an additional seven FTE for asset management. This additional resource will have operational responsibility and oversight of asset management, monitoring, and prioritisation.</p> <p>The Technology Systems Investment programme has completed the RFP and discussions are underway with the preferred provider.</p>	3. Partially achieved
<p>3.1b: 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</p>	<p>Implementing changes to critical assurance control processes will be an ongoing activity for Wellington Water. This coincides with the Technology Systems Investment programme and the significant change and maturity uplift that will be ongoing.</p>	3. Partially achieved	<p>Critical process improvements</p>	<p>Critical process improvements identified - financial; asset management; and technology systems.</p> <p>Action not taken: Formal process improvements.</p> <p>Why: Resourcing and restructuring within critical functional areas and other change and transformation activities in the business.</p> <p>Expected to commence Q3 2025/26 with ongoing work to improve maturity over time.</p>	3. Partially achieved
<p>3.1c: Develop and implement group purpose statements</p>	<p>Group purpose statements have been developed and implemented.</p>	5. Achieved/ exceeded objective	<p>No further action required</p>	<p>All actions have been completed in Q1 2025/26. 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.

Progress rating	1. Not started	2. Not achieved	3. Partially achieved	4. Largely achieved	5. Achieved/ exceeded objective
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Objective	Objective performance	Forecast progress rating to 30 June 2026 <i>Overall objective</i>	Q2 action	Quarterly action performance	Progress rating Q2 Action
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Outcome 3.1: Orthodox organisational model with clear purpose and lines of accountability

3.1d: Implement good practice approaches for recognising and rewarding values-based staff actions	The organisation was restructured in February 2025, introducing a clearer functional structure and create clearer group purpose and accountability. The subsequent quarterly actions to embed ongoing cultural improvement have also been completed.	5. Achieved/ exceeded objective	Implementation	<p>Quarterly Action Completed. We have established formalised mechanisms for Executive Leadership Team members to regularly acknowledge staff contributions in their written communications and wider Groups engagement. They are designed to recognise values-based actions.</p> <p>Overall Action Completed. 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 with a more orthodox organisational structure. It was also designed to create clearer group purpose and accountability. The subsequent quarterly actions were intended to embed ongoing cultural improvement. These actions have now been completed.</p> <p>Staff engagement has lifted 5% over the last 6 months (Q1 & Q2 2025/26) and 10% over the calendar year 2025.</p>	5. Achieved/ exceeded objective
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Outcome 3.2: Strengthened culture of raising issues and overall awareness of controls

3.2a: Communicate with staff through staff meetings and messages the importance of speaking up and raising risks early	Continue to promote the importance of speaking up early, promoting the mechanisms to do so. Focus on supporting leaders to be proactive in encouraging their direct reports to highlight risks early.	4. Largely achieved	Within business as usual activities, e.g. leadership forum, on line sessions, and every day work, people are encouraged to speak up and raise issues	<p>Within business as usual activities, e.g. leadership forum, online sessions, and every day work, people are encouraged to speak up and raise issues.</p> <p>An avenue to provide online suggestions has been implemented as part of the Value for Money work. The work on Protected Disclosures (objective 3.2c) also supports the importance of speaking up and raising issues early and provides a mechanism to do so.</p>	4. Largely achieved
3.2b: The Code of Conduct is reviewed to include positive, value-reinforcing behaviours across the organisation	A review of the Code of Conduct was undertaken in Quarter 4 2024/25. The Code of Conduct for internal contractors/consultants was also reviewed and updated.	5. Achieved/ exceeded objective	Implement changes	A review of the Code of Conduct was undertaken in Quarter 4 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. The revised code of conduct is now adopted into the onboarding and induction of new staff. No further action required.	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
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Objective	Objective performance	Forecast progress rating to 30 June 2026 Overall objective	Q2 action	Quarterly action performance	Progress rating Q2 Action
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Outcome 3.2: Strengthened culture of raising issues and overall awareness of controls

3.2c: 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	Develop an online video about the key features of the Protected Disclosures ("Whistleblowers") policy, along with a multiple-choice questionnaire for mandatory viewing. Provide completion records to Risk and Compliance.	5. Achieved/ exceeded objective	Review significance policy	The Protected Disclosures ("Speak Up" policy is reviewed, updated and fully implemented for staff, ensuring clarity and accessibility. Action not taken: The Items of Significance Policy (drafted) now needs to be paused, given Tiaki Wai is about to consult on their Significance and Engagement Policy, which is a statutory requirement. This work is superseded by Significance Policy development for Tiaki Wai	3. Partially achieved
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Outcome 3.3: Strengthen governance oversight and assurance internally and externally

3.3a: 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, we have uplifted 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.	4. Largely achieved	Assurance provided to Wellington Water Board over the implementation of the Improvement Plan	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. Internal audit programme is on track to deliver assurance and performance insight to the Audit committee.	4. Largely achieved
3.3b: Report on the implementation of the Improvement Plan	Implementation of the improvement plan reported as required. Strengthened oversight through multiple external parties an publishing information on external Wellington Water website.	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 12 December 2025, and the Wellington Water Board on 25 November 2025 . The Water Committee papers are available via Hutt City Council’s website. Performance reporting is published via the Performance and Reporting webpage on the Wellington Water website.	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 to 30 June 2026 <i>Overall objective</i>	Q2 action	Quarterly action performance	Progress rating Q2 Action
Outcome 3.3: Strengthen governance oversight and assurance internally and externally					
3.3c: Meet the Foundational Information Disclosure Requirements from the Commerce Commission	Requirements of the disclosures have been met to date. Maturity uplift in the processes for making formal regulatory submissions as per Commerce Commission requirements. Improvements continue to mature our systems and ways of working for efficiency and effectiveness in the context of the current low maturity technology and data.	5. Achieved/ exceeded objective	Report	The disclosure requirements were met in October, November, and December 2025, within the required deadlines.	5. Achieved/ exceeded objective
3.3d: Simplify the internal management framework by reviewing existing Management Committee Framework and implement changes	The list of current management committee meetings will be updated and further reductions in management committees approved if appropriate.	4. Largely achieved	N/A	No additional work has formally been undertaken on this objective. However, the implementation of the new Group structure in February 2025 and the revision of procurement practices have resulted in a reduction in the number of internal management meetings.	3. Partially achieved

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>	Q2 action	Quarterly action performance	Progress rating Q2 Action
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Outcome 4.1: Maintain a relentless focus on effective fluoridation in both the short and long term

<p>4.1a: 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>Once a preferred solution has been completed, the project will be transferred to Capital Delivery. It is anticipated that this will occur before 30 June 2026.</p>	<p>4. Largely achieved</p>	<p>Undertake optioneering and develop a multi-year programme of work to replace existing fluoridation systems.</p>	<p>A Project Brief has been prepared and optioneering is underway. Once completed, the project will be transferred to Capital Delivery. Wellington Water is also seeking clarification on the potential for chemical price increases in the short and medium term. While not critical for the redevelopment of the sites, it is important to resolve for ongoing operating budgets and may influence the final choice of operating model (liquid vs powder).</p>	<p>3. Partially achieved</p>
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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>	Q2 action	Quarterly action performance	Progress rating Q2 Action
Outcome 4.2: Strengthen the control and oversight of our suppliers					
4.2a: Improve Wastewater Treatment Plant compliance	<p>Numerous projects improving compliance outcomes are currently in delivery. Currently the high volume of projects underway is challenging daily operations.</p> <p>Over the coming years, compliance is forecast to improve as the capital investments are implemented as per the Water Services Delivery Plan investment profile, these projects extend over a number of years, meaning reliable compliance will take time.</p> <p>Moa Point Wastewater Treatment Plant - Currently non-compliant for air quality and for effluent quality. UV Treatment upgrade project has reduced treatment capacity by 50%, resulting in unconsented discharges during wet weather. Air treatment mitigations have not yet improved air discharge quality consistently. Further medium term mitigation work is required.</p> <p>Seaview Wastewater Treatment Plant - currently non-compliant for effluent quality mainly due to asset failures. UV Renewal project will commence in Q3 2025/26.</p> <p>Western Wastewater Treatment Plant - currently non-compliant for effluent quality due to an asset failure, effluent quality is improving. UV Treatment renewal will commence in Q3 2025/26.</p> <p>Across our metro wastewater treatment plants, numerous projects improving compliance outcomes are currently in delivery.</p>	4. Largely achieved	<p>Provide assurance to Board that the compliance projects are on track and regulatory enforcement is avoided.</p>	<p>Monthly updates on treatment compliance continue to be 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>We are delivering a capital programme under the Long Term Plan. Currently the high volume of projects underway is challenging daily operations.</p> <p>The Seaview miliscreen odour treatment equipment is now in service.</p> <p>Consent compliance continues to be affected by the condition of a large number of critical assets; this is being actively addressed through the capital renewals programme.</p> <p>The improved breach process is now being applied to ensure Veolia remain focused on achieving compliance wherever possible within their operations and maintenance responsibilities.</p> <p>The contract management team is currently seeking explanations for several compliance breaches that occurred over Q2 2025/26. Depending on the circumstances and whether these breaches are determined to have been avoidable, further contract breach penalties may be applied.</p>	4. Largely achieved

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	Q2 action	Quarterly performance action	Progress rating Q2 Action
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Outcome 4.3: Strengthened financial controls that protect the integrity of financial transactions

<p>4.3a: 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 the Fulton Hogan claim, 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 purchase orders now raised and approved for each project that consultants are involved in (i.e. the standard purchasing approach at Wellington Water). 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 Wellington Water’s 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>Additional process improvements have been made, including the monitoring and payment of retentions and GST reasonableness checks.</p> <p>Action to be taken: The outstanding action of fully removing external party access to Wellington Water systems, other than the finance system, requires the implementation of new system solutions. Therefore the timing of delivering this will be informed by the systems implementation work.</p>	<p>4. Largely achieved</p>	<p>No statement of claims.</p>	<p>Consultancy Statements of Claim ceased from 1 July 2025, with purchase orders now raised and approved for each project that consultants are involved in (i.e. the standard purchasing approach at Wellington Water).</p> <p>An approval process has been implemented for the Fulton Hogan claim, requiring the operations team to sign-off that the work had been completed (a process that was enabled by the Alliance restructure).</p>	<p>5. Achieved/ exceeded objective</p>
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Wellington Water
 Culture and Value for Money
 Improvement Plan
 Final Quarterly Progress Report - Q2 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>	Q2 action	Quarterly performance action	Progress rating Q2 Action
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Outcome 4.3: Strengthened financial controls that protect the integrity of financial transactions

<p>4.3b: 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>Strong leadership and structural foundations for a high-performing project management function are now in place through the appointment of the Head of Project Management, ongoing recruitment activity, and the establishment of internal and external resourcing frameworks. Capability assessment and Centre of Excellence development continue to progress.</p> <p>Action not taken: Full implementation and embedding of internal project management capability, including standardised practices, reporting, and consistent delivery across all projects.</p> <p>Why: A staged implementation approach is being applied to ensure quality, consistency, and alignment with parallel organisational changes, including procurement reform and broader capability uplift. Recruitment lead times and capacity constraints have influenced the pace of delivery.</p> <p>When will be completed: The objective is expected to reach full maturity with measurable performance improvement by the end of 2025/26, with key interim milestones achieved across Q3 and Q4 2025/26.</p> <p>Embed the new team, handover from external project managers to internal project managers and continue with the Centre of Excellence.</p>	<p>5. Achieved/ exceeded objective</p>	<p>Build internal competency and standard of practice with clear responsibility for oversight of external project manager performance,</p>	<p>The Head of Project Management has been appointed and is now embedded.</p> <p>Recruitment for internal project management resources has continued during Q2 2025/26, supported by an external client-side project management contract where required. Early work has progressed on establishing a Project Management Centre of Excellence, with priority training needs identified to lift capability and consistency across the function.</p> <p>Action not taken: Full establishment of the internal project management function, systems.</p> <p>When will be completed: Recruitment is expected to be substantially complete by Q3 2025/26, with training programmes underway and the Centre of Excellence becoming progressively operational through the remainder of the 2025/26 financial year.</p>	<p>5. Achieved/ exceeded objective</p>
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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>	Q2 action	Quarterly performance action	Progress rating Q2 Action
Outcome 4.3: Strengthened financial controls that protect the integrity of financial transactions					
4.3c: Implement a comprehensive set of company wide delegations	<p>Delegations have been implemented and have been kept up to date, reflecting role changes, and changes to the level and scope of delegations to support effective management and risk.</p> <p>Accountability for Delegations has shifted from Finance to Risk and Assurance. The current practice of maintaining delegations will continue.</p> <p>This work is now business as usual.</p>	5. Achieved/ exceeded objective	Review effectiveness of new delegations	<p>Company-wide delegations have been implemented and are actively maintained.</p> <p>Delegates are required to complete training before delegations are issued, ensuring understanding and accountability. Delegations have been extended to include Resource Management Act delegations. Feedback suggests active engagement with the delegations process, and anecdotal evidence indicates a reduction in complaints about bottle necks in expenditure approvals, through delegations being at the appropriate level.</p>	5. Achieved/ exceeded objective
4.3d: 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.	Action to be taken: The Capital Delivery team is reviewing their approach to contingency management.	5. Achieved/ exceeded objective	Review the management of contingency for programmes of capital investment.	<p>Corporate overhead allocations have been updated to a standard of 10% of project costs, and shows as a separate line within the finance system (budgets and actuals).</p> <p>Council memos with changes to approved work programmes have been provided to councils. Finance provide monthly dashboards to councils with updated forecasts and exception reporting.</p>	5. Achieved/ exceeded objective

Wellington Water

Culture and Value for Money Improvement Plan

Quarterly Action Outline

Version 2

Updated Objective

Updated Action

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.

Objective	Action Q4 (2024/25)	Action Q1 (2025/26)	Action Q2 (2025/26)	Action Q3 (2025/26)	Action Q4 (2025/26)
Outcome 1.1: We will enhance organisational capability in the lead-up to the new entity					
1.1a: Update and develop technology systems and increase capability - Technology Systems Investment Programme		Request for Proposal to market	Evaluate proposals	Vendor selection	Phase 1 implementation
1.1b: Prepare an Interim Capability Roadmap (numbers, process, systems) to de-risk our financial reporting	Financial reporting structure including allocations	Financial systems scoping as part of the Technology Systems Investment	Support delivery of Water Services Strategy budgets	Complete interim capability assessment and roadmap during Q3 with implementation aligning with Tiaki Wai Day 1 & Day 2 timeframes. Provision to Establishment Team for inclusion in plans.	Follow up with Establishment Team on further capability requirements
1.1c: As required, support the development of the Water Services Delivery Plan and Water Services Strategy in preparation for the new entity	Provide information and insight to meet timelines	As required to support transition timelines	As required to support transition timelines	As required to support transition timelines	As required to support transition timelines
1.1d: Create and implement a change framework for coordinated and systematic delivery of changes	Recruit Head of Transformation	Define how we positively influence transition through the improvement plan	Recruit Change Lead for Technology Systems Improvement Programme. Commence Programme approach to change.	Resource plan for change Programme approach. Delivery of improvement areas.	Resource plan for change Programme approach. Delivery of improvement areas.
1.1e: Engage with Watercare specifically to identify and convert practical future synergies	Explore opportunities	Explore opportunities	Explore opportunities	Explore opportunities	Explore opportunities

Wellington Water
 Culture and Value for
 Money Improvement Plan
 Quarterly Action Outline

Version 2

Updated Action

WWL Strategic Outcome 2: Water services are affordable and provide value

We will strengthen 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.

Objective	Action Q4 (2024/25)	Action Q1 (2025/26)	Action Q2 (2025/26)	Action Q3 (2025/26)	Action Q4 (2025/26)
Outcome 2.1: Strengthen mechanisms for demonstrating value for money					
2.1a: Create healthy competition and establish clear benchmarks for what jobs should cost in the open market through putting more projects and contracts out to competitive bidding	For the rest of the 24/25 financial year put as many projects as possible out to tender	Make an assessment of the percentage of work that will be tendered through the panel vs open market	Competitive tension in all work - professional services and construction contracts. Adjust procurement approached as benchmarks established.	Competitive tension in all work - professional services and construction contracts. Adjust procurement approached as benchmarks established.	Competitive tension in all work - professional services and construction contracts. Adjust procurement approached as benchmarks established.
Outcome 2.2: Strengthen the control and oversight of our suppliers					
2.2a: Implement value-focused performance metrics and regular reviews of performance against these for consultants and contractors	Develop performance metrics	Commence	Contractors and consultant performance assessed through contract delivery performance	Contractors and consultant performance assessed through contract delivery performance	Contractors and consultant performance assessed through contract delivery performance
2.2b: Implement a value-focussed performance framework for the Operations and Maintenance Alliance that also includes pain/gain sharing	Performance Alliance Board agrees final algorithms of how performance measures calculate pain/gain sharing of any potential bonus	Performance of the Alliance is published and briefed to the WWL Board	Performance of the Alliance is published and briefed to the Wellington Water Board	Performance of the Alliance is published and briefed to the Wellington Water Board	Performance Alliance Board reviews algorithms of how performance measures calculate pain/gain sharing of any potential bonus. Alliance performance is published and briefed to the Wellington WaterBoard.
Outcome 2.3: Strengthen commercial and procurement competency and capability across the organisation that drives a focus on delivery of value for money					
2.3a: Strengthen the Commercial and Procurement competency and functions for Wellington Water	Increase resource	Deliver training in Procurement Policy and processes to staff with financial delegations. Front-load procurement with external advisers	Start assessment of progress with strengthening the procurement competency and adjust	Respond to the assessment priorities	Rerun the comparative analysis completed in the AECOM Analysis of panel cost and valuation unit rates

Version 2

Updated Objective

Updated Action

WWL 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, strengthened governance oversight and assurance internally and externally.

Objective	Action Q4 (2024/25)	Action Q1 (2025/26)	Action Q2 (2025/26)	Action Q3 (2025/26)	Action Q4 (2025/26)
Outcome 3.1: Orthodox organisational model with clear purpose and lines of accountability					
3.1a: Implement improvements to asset management practice with a no-regrets basis. Establish an Investment Delivery Executive Oversight (IDEO) Group to stabilise the capital programme, strengthen accountability, and create a single, integrated investment system across Strategy & Planning, Delivery, Finance, and Operations.	Develop a resourced action plan	Deliver against action plan	Resource the asset management functions for oversight of asset management, monitoring and investment prioritisation. Establish Investment Delivery Executive Oversight (IDEO) Group.	Continue implementing asset management framework, secure resource and IDEO	Continue implementing asset management framework and IDEO
3.1b: Document a process and control framework that outlines the key elements and workflows that are involved in running a water services organisation and implement changes to critical assurance and control processes identified through internal audit	Document process and control framework	Commence critical process improvements	Critical process improvements	Critical process improvements	Critical process improvements
3.1c: Develop and implement group purpose statements	Develop group purpose statements	Implement through group business plans	No further action required		
3.1d: Implement good practice approaches for recognising and rewarding values-based staff actions	A subset action of creating clearer accountabilities through structural changes is the approach taken to create the specific organisational culture we want. The key action this quarter is to revise the Internal Communications and Engagement Strategy and include mechanisms that support values and actions.	Develop an approach as part of our internal communications and engagement efforts	Implementation	Objective completed in Q2 - no further action required	Objective completed in Q2 - no further action required

Version 2

Updated Action

WWL 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, strengthened governance oversight and assurance internally and externally.

Objective	Action Q4 (2024/25)	Action Q1 (2025/26)	Action Q2 (2025/26)	Action Q3 (2025/26)	Action Q4 (2025/26)
Outcome 3.2: Strengthened culture of raising issues and overall awareness of controls					
3.2a: Communicate with staff through staff meetings and messages the importance of speaking up and raising risks early	Develop an Internal Communications and Engagement Strategy which reinforces the importance of speaking up and raising risks early. Create and deliver key messaging to staff regularly through multiple channels (i.e. leader-led conversations, CE and ELT comms, all-staff comms) that sends this message.	Initiate a set of staff workshops	Within business as usual activities, e.g. leadership forum, online sessions, and every day work, people are encouraged to speak up and raise issues	Continue to promote the importance of speaking up early, promoting the mechanisms to do so. Focus on supporting leaders and employees to be proactive in highlighting risks early.	Continue to promote the importance of speaking up early, promoting the mechanisms to do so. Focus on supporting leaders and employees to be proactive in highlighting risks early.
3.2b: The Code of Conduct is reviewed to include positive, value-reinforcing behaviours across the organisation	Review Code of Conduct		Implement changes	Objective completed in Q2. No further work required. Will be superseded by Tiaki Wai Code of Conduct.	Objective completed in Q2. No further work required. Will be superseded by Tiaki Wai Code of Conduct.
3.2c: 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	Implement a confidential mechanism for staff to make suggestions on how to improve Wellington Water	Review policies	Review significance policy	Deliver training and awareness of Protected Disclosures ("Whistleblowers") policy	

Wellington Water

Culture and Value for Money Improvement Plan

Quarterly Action Outline

Version 2

Updated Action

WWL 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, strengthened governance oversight and assurance internally and externally.

Objective	Action Q4 (2024/25)	Action Q1 (2025/26)	Action Q2 (2025/26)	Action Q3 (2025/26)	Action Q4 (2025/26)
Outcome 3.3: Strengthened governance oversight and assurance internally and externally					
3.3a: Improve assurance through improving the quality and content of information provided to, and reporting products from, the Risk and Assurance function	Amended Wellington Water Internal Audit Programme that includes: 1. Finance process focussed internal audits 2. Continued targeted auditing on costs Assurance provided to WWL Board over the development of annual planning advice	Assurance provided to Wellington Water Board over the implementation of the Improvement Plan	Assurance provided to Wellington Water Board over the implementation of the Improvement Plan	Assurance provided to Wellington Water Board over the implementation of the Improvement Plan	Assurance provided to Wellington Water Board over the implementation of the Improvement Plan
3.3b: Report on the implementation of the Improvement Plan	Performance is published and briefed to the Wellington Water Board and Water Committee	Performance is published and briefed to the Wellington Water Board and Water Committee	Performance is published and briefed to the Wellington Water Board and Water Committee	Performance is published and briefed to the Wellington Water Board and Water Committee	Performance is published and briefed to the Wellington Water Board and Water Committee
3.3c: Meet the Foundational Information Disclosure Requirements from the Commerce Commission	Engage with the Commerce Commission	Establish reporting	Report	Report	Report
3.3d: Simplify the internal management framework by reviewing existing Management Committee Framework and implement changes	Capture the results of the first stages of streamlining post-organisational change	Further streamline		Updated list of current management committees and terms of reference	

Version 2

Updated Action

WWL 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.

Objective	Action Q4 (2024/25)	Action Q1 (2025/26)	Action Q2 (2025/26)	Action Q3 (2025/26)	Action Q4 (2025/26)
Outcome 4.1: Maintain a relentless focus on effective fluoridation in both the short and long term					
<p>4.1a: 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>Completion of the Phase 2 options investigations into an Activity Brief</p>	<p>Completion of the Phase 2 options investigations into an Activity Brief</p>	<p>Undertake optioneering and develop a multi-year programme of work to replace existing fluoridation systems</p>	<p>Progress preferred solution</p>	<p>Progress preferred solution</p>
Outcome 4.2: Strengthen the control and oversight of our suppliers					
<p>4.2a: Improve Wastewater Treatment Plant compliance</p>	<p>Make an assessment that changes to contract management and capital programme governance is reflected in improving compliance data</p>	<p>Provide assurance to Board that the compliance projects are on track</p>	<p>To provide assurance to the Wellington Water Board that the compliance projects are on track and regulatory enforcement is avoided</p>	<p>To provide assurance to the Wellington Water Board that the compliance projects are on track and regulatory enforcement is avoided</p>	<p>To provide assurance to the Wellington Water Board that the compliance projects are on track and regulatory enforcement is avoided</p>

Wellington Water

Culture and Value for Money Improvement Plan

Quarterly Action Outline

Version 2

Updated Action

WWL 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.

Objective	Action Q4 (2024/25)	Action Q1 (2025/26)	Action Q2 (2025/26)	Action Q3 (2025/26)	Action Q4 (2025/26)
Outcome 4.3: Strengthened financial controls that protect the integrity of financial transactions					
4.3a: Strengthen financial controls including large purchase orders, automatic payments of invoices, approvals for spending and payment (including Alliance statement of claim), financial system access, stop disclosing operational and capital budget information	No large purchase orders and automatic payment of invoices	Financial system access resolved to enable implementation of delegations. Implement good practice financial management practices training.	No statement of claims	Report back on improvements	
4.3b: Reduce the conflicts of interest in key roles associated with the consultant panel through building internal project management capacity and ensuring client project managers are independent from the panel	Recruit internal project managers and ensure project managers are sourced from outside of the panel	Recruit internal project managers and ensure project managers are sourced from outside of the panel	Build internal competency and standard of practice with clear responsibility for oversight of external project manager performance	Build internal competency and standard of practice with clear responsibility for oversight of external project manager performance	Make an assessment of how the conflict is managed
4.3c: Implement a comprehensive set of company wide delegations	Approved internal delegations from Chief Executive to employees	Delegations communicated to all delegation holders via formal letters of delegation	Review effectiveness of new delegations	Completed in Q2 - no further action required	Completed in Q2 - no further action required
4.3d: Increase transparency and quality of delivery/investment planning information shared with Councils. Standardised approach to contingency management (for programmes of capital investment and delivery provided to Councils), including separate line for corporate costs for increased transparency.	Agree the final allocation methodology and reporting		Review the management of contingency for programmes of capital investment		



South Wairarapa Water Treatment Plants Monthly Performance Report

December 2025

Month/Year
December 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. Over the Xmas break, the region experienced a large number of power fluctuations and outages. These events led to treatment plant shutdowns and operator callouts across the region. It is recommended that SWDC raise this issue with Powerco (the local power supplier). While the Martinborough Water Treatment Plant has a standby generator onsite to provide continuity of supply during an outage, however 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 has been further pushed out by OSPRI until mid-Feb 26. The caustic soda dosing upgrade project is now with the SWDC Capital Projects Delivery team to complete. The bore pump is still having significant mechanical issues. Consequently, a new pump and motor will be purchased and installed early in the new year to ensure ongoing resilience. Over the Xmas break, the region experienced a large number of power fluctuations and outages. These events led to treatment plant shutdowns and operator callouts across the region. It is recommended that SWDC raise this issue with Powerco (the local power supplier).	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 South Wairarapa District Council 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. Due to approval delays, the planned 1080 drop was postponed by the OSPRI until Feb 26. The caustic soda dosing upgrade project is now with the South Wairarapa District Council Capital Projects Delivery team for completion and is now under construction. Over the Xmas break, the region experienced a large number of power fluctuations and outages. These events led to treatment plant shutdowns and operator callouts across the region. It is recommended that SWDC raise this issue with Powerco (the local power supplier).	Currently not yet mandated by the MoH	



South Wairarapa Wastewater Treatment Plants Monthly Performance Report

Month/Year
December 2025

Current status
■ Compliant
■ Compliant, but faces certain risks
■ Non-compliant

Performance - December 2025

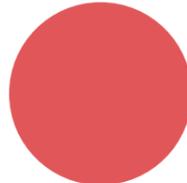
Wastewater Treatment Plant		Current status
Featherston		●
Greytown		●
Lake Ferry		●
Martinborough		●

Compliance as per Reporting

Month of Month (Compli..)	Wastewater Treatment Plant (Compliance Reporting)			
	Featherston	Greytown	Lake Ferry	Martinborough
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	●	●	●	●
November 2025	●	●	●	●
December 2025	●	●	●	●

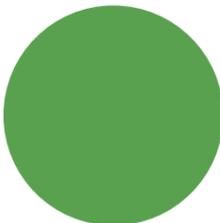


Greytown Wastewater Treatment Plant performance - December 2025

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. For December, results for both parameters exceeded the consented limits. While the plant did record compliant effluent quality results in the previous 3 months, those results do not bring overall compliance back within the consented limits for the year to date.</p> <p>During December, a number of odour complaints were received from the adjoining orchards, however dissolved oxygen testing showed the DO was within acceptable levels. It is likely more such incidents will occur over summer until the ponds are desludged.</p> <p>Capital delivery is with South Wairarapa District Council, major investment is required.</p>	<p>With effect 1 July 2025, South Wairarapa District Council took back ownership of the Capital Delivery Programme and associated projects.</p> <p>Wellington Water submitted a draft growth and capacity study to South Wairarapa District Council in December 2024. South Wairarapa District Council have taken ownership of the study report and need to consider the next steps.</p>	<p>Non-compliant</p>	



Featherston Wastewater Treatment Plant performance - December 2025

Commentary	Items of significance	Current status	
<p>The Resource Consent was granted by Greater Wellington Regional Council on the 8 October.</p> <p>The upgrade project will be managed by South Wairarapa District Council, with operations still being undertaken by Wellington Water until the transition date.</p>	<p>With effect 1 July 2025, SWDC took back ownership of the Capital Delivery Programme and associated projects.</p>	<p>Compliant</p>	



Lake Ferry Wastewater Treatment Plant performance - December 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 South Wairarapa District Council.</p>	<p>With effect 1 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 faces certain risks</p>	



Martinborough Wastewater Treatment Plant performance - December 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 is currently non-compliant for effluent quality. The non-compliant parameter is Total Nitrogen. The consented limit allows no more than four non-compliant results within any 12 consecutive monthly tests for the parameter. While the plant recorded compliant effluent quality results in the last 3 months of 2025, these results still do not bring overall compliance back within the consented limits for the year to date.</p> <p>Capital delivery is with South Wairarapa District Council, major investment is required.</p>	<p>With effect 1 July 2025, South Wairarapa District Council 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 South Wairarapa District Council in December 2024. South Wairarapa District Council have taken ownership and need to consider the next steps.</p>	<p>Non-compliant</p>	



Wellington Metropolitan Water Treatment Plants Monthly Performance Report

December 2025

Month/Year
December 2025

Water Treatment p..	Comments	Safe Drinking Water	Fluoride
Waterloo	Waterloo WTP continues to be 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. Physical works are targeted for completion by 30 June 2026. Repairs on the High Voltage power supply have commenced by Wellington Electricity and their contractors. The WTP is compliant with the Authority’s Protozoal compliance rules. Waterloo fluoridated the drinking water within MoH’s recommended levels 96% 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 98.4% of the time. Work on the Orongorongo Tunnel bridge was successfully completed.		
Te Mārua	Te Mārua WTP is compliant with the Water Services Authority bacterial and protozoal compliance rules. The warm weather has seen increasing levels of taste and odour compounds in the Lakes. This is being monitored and responses planned should the levels start to cause T&O issues. With the completion of the DAF project, site remediation and rehabilitation has commenced. Te Mārua has fluoridated the drinking water within MoH’s recommended levels 96% of the time.		
Gear Island	Gear Island 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 94.2% of the time. The low level was due to communication failures and reactive maintenance.		

*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. ...

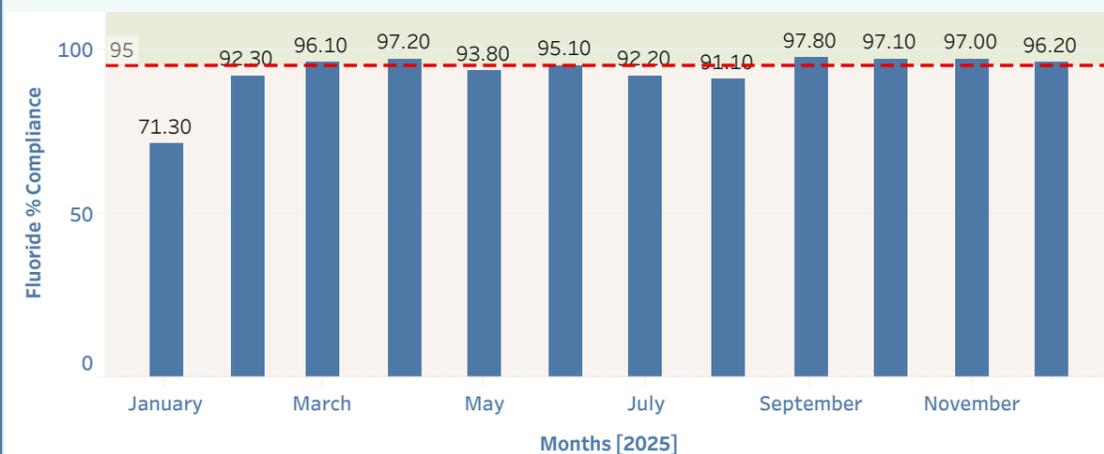
- Compliant – we are meeting the necessary regulatory requirements
- Not compliant but nearing compliance
- Not compliant with necessary regulatory requirements

Fluoride Compliance (% Monthly)

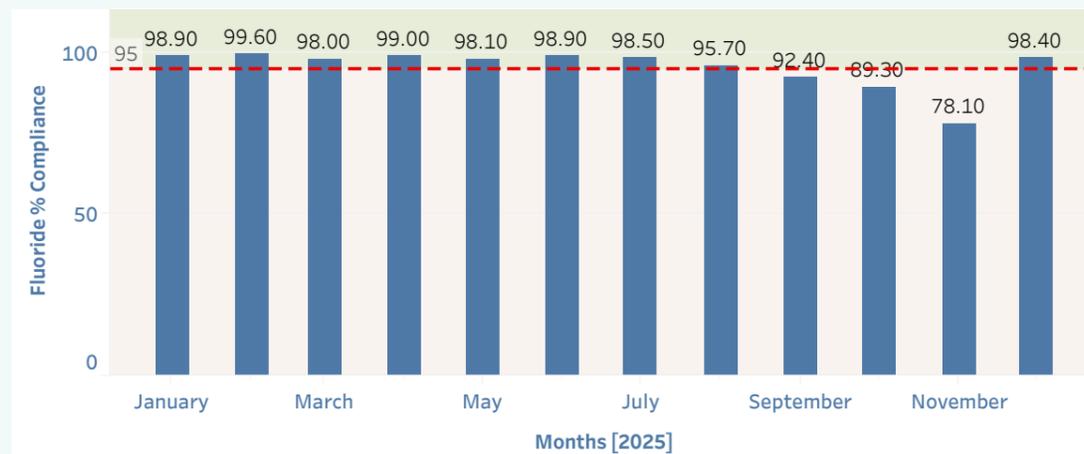


Fluoride Compliance (% Monthly)

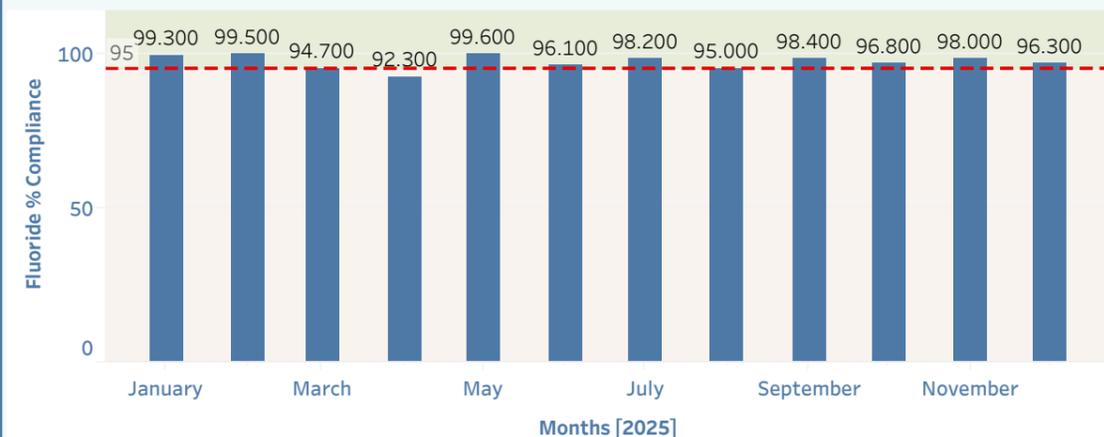
Waterloo



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
December 2025

Current status
■ Compliant
■ Compliant (with noted issue)
■ Non-compliant

Performance - December 2025

Wastewater Treatment Plant		
Moa Point 		
Porirua 		
Seaview 		
Western 		

Compliance as per Reporting

Month of Month (C..)	Wastewater Treatment Plant (Compliance Reporting)			
	Moa Point 	Porirua 	Seaview 	Western 
January 2025				
February 2025				
March 2025				
April 2025				
May 2025				
June 2025				
July 2025				
August 2025				
September 2025				
October 2025				
November 2025				
December 2025				



Moa Point Wastewater Treatment Plant performance - December 2025

Commentary	Discharges	Odour Complaints	Items of significance	Current status	
<p>The plant became non-compliant for faecal coliforms on both the 90-day geomean and 90th percentile in December and remains non-compliant for suspended solids on the 90-day geomean and 90th percentile. Biochemical oxygen demand is compliant. The Total Reduced Sulphur (TRS) consent parameter was not met in December.</p>	<p>There were five non-compliant effluent discharges reported in December due to the plant's reduced treatment capacity, however some of these may not have been legitimate and are under review. (See items of significance).</p>	<p>There were nine odour complaints – two related to the WWTP and seven which due to uncertainty of the source may be related to either the Southern Landfill site or the Careys Gully Sludge Dewatering plant.</p>	<p>Physical works continue to replace the plant UV disinfection system with the project completion expected in mid-2026. While these works are undertaken, the treatment capacity of the plant is reduced by 50%. This is unavoidable and during high flows some screened 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 - December 2025

Commentary	Discharges	Odour Complaints	Items of significance	Current status	
<p>The plant is compliant for effluent quality.</p>	<p>No non-compliant discharges in December.</p>	<p>No odour complaints in December.</p>	<p>The Duron UV system fault was rectified in December enabling it to return as the duty system full time with the TAK UV system available as backup during higher flows as per under normal operation.</p> <p>Physical works on the odour control unit (OCU) project are progressing well. This is a major project that will deliver a odour treatment system into the process, of which the plant does not currently have. The OCU project is expected to be completed in June 2026.</p>	<p>Compliant</p>	



Seaview Wastewater Treatment Plant performance - December 2025

Commentary	Discharges	Odour Complaints	Items of significance	Odour Treatment Project	Current status	
<p>Suspended solids and Faecal coliforms are non-compliant for both the 90-day geomean and 80th percentile. Biochemical oxygen demand is compliant with consent parameters.</p>	<p>There were two consented wet weather discharges to the Waiwhetū Stream in December due to heavy rainfall.</p>	<p>There were 6 odour complaints received in December, two of which were deemed offensive and objectionable by GWRC.</p>	<p>Effluent Non-compliance: Several asset failures over the previous couple of months have negatively impacted the biological process however the team at the plant are urgently addressing these failures to restore effluent compliance.</p> <p>GWRC issued a Please Explain letter in December in relation to the two odour events which were assessed as offensive and objectionable. A response will be provided within the required timeframe.</p>	<p>What has been completed:</p> <ul style="list-style-type: none"> - The new milliscreen odour treatment system was fully commissioned -The second Milliscreen and Biofilter fans were installed and commissioned -The main project works were completed. <p>What's coming up:</p> <ul style="list-style-type: none"> -Installation of the final community odour monitor -Independent assessment of the effectiveness of the Odour Control Project – Stages 1 and 2. 	<p>Non-compliant</p>	



Western Wastewater Treatment Plant performance - December 2025

Commentary	Discharges	Odour Complaints	Items of significance	Current status	
<p>The plant remains non-compliant for faecal coliforms on the 80th percentile and became non-compliant for biochemical oxygen demand late November also on the 80th percentile. The plant is compliant for suspended solids.</p>	<p>No non-compliant discharges in December.</p>	<p>No odour complaints in December.</p>	<p>Effluent Non-compliance: The plant remains non-compliant for faecal coliforms on the percentile due to the November electrical failure in the UV disinfection system however daily results are back to below the compliance limits. Adjustments have been made to the biological process to address the biochemical oxygen demand non-compliance as the team continue to monitor the process closely.</p>	<p>Non-compliant</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	●
November 2025	Non-compliant for suspended solids	●
December 2025	Non-compliant for faecal coliforms and 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	●
November 2025	Compliant	●
December 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	●
November 2025	Non-compliant for faecal coliforms	●
December 2025	Non-compliant for faecal coliforms and suspended solids	●



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 undisinfected 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)	●
November 2025	Non-compliant for discharge event due to UV system failure (major electrical fault)	●
December 2025	Non-compliant for faecal coliforms and biochemical oxygen demand	●



Our water, Our Future

Operations Report

NETWORK OPERATIONS GROUP

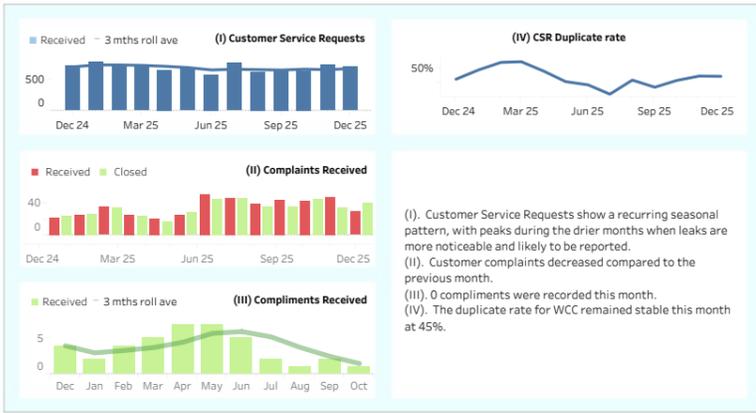
Reporting Date: 11th February 2026

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

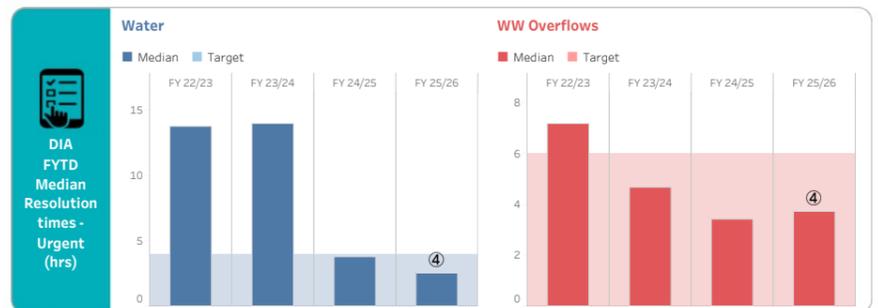
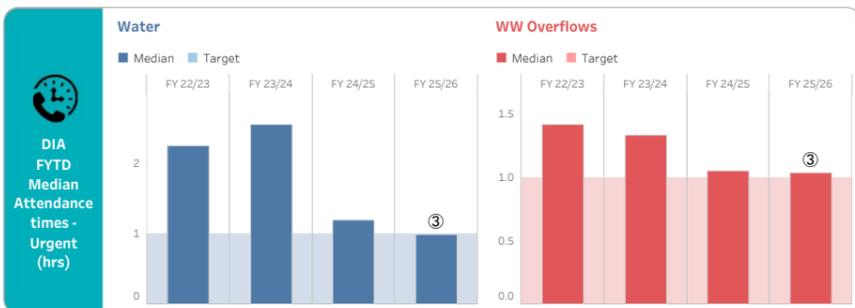
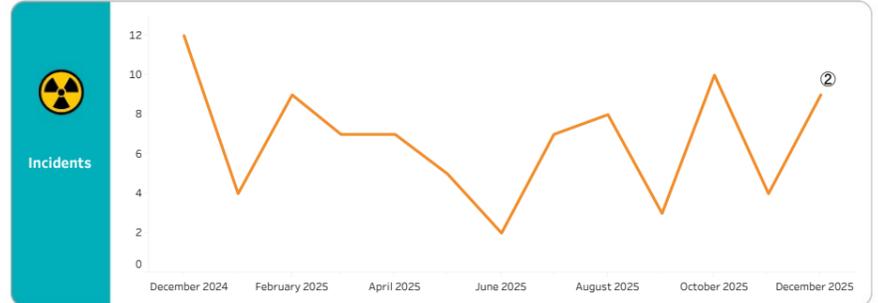
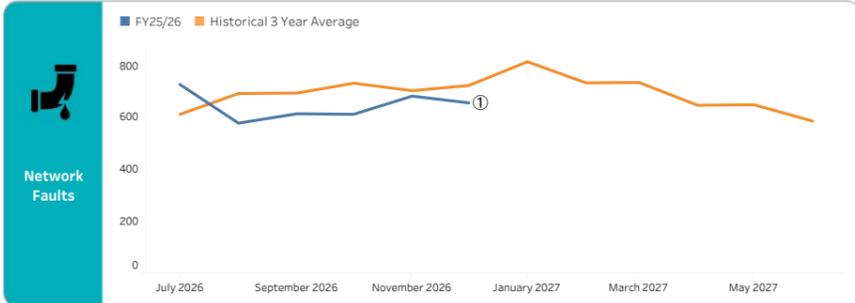


(I). Customer Service Requests show a recurring seasonal pattern, with peaks during the drier months when leaks are more noticeable and likely to be reported.
(II). Customer complaints decreased compared to the previous month.
(III). 0 compliments were recorded this month.
(IV). The duplicate rate for WCC remained stable this month at 45%.

CUSTOMER SATISFACTION

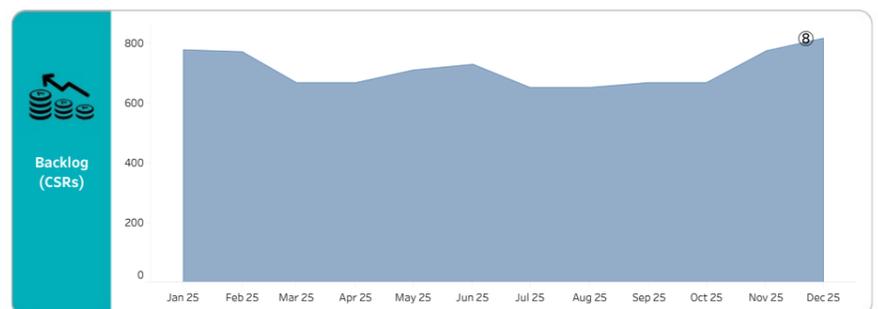
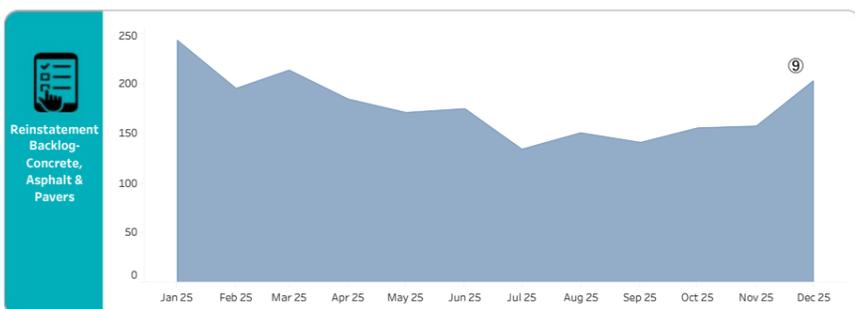
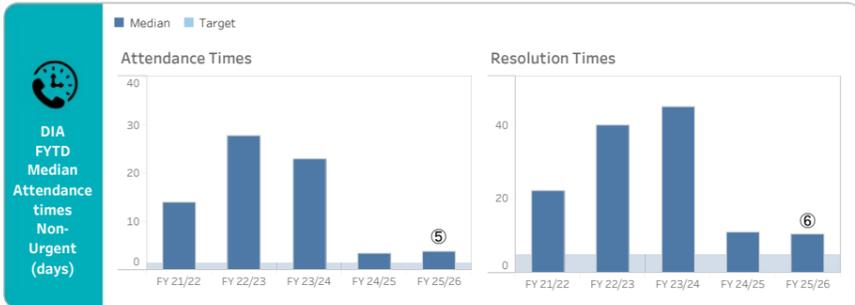


(V). Due to technical issues, the distribution of Customer Satisfaction Surveys was delayed. As a result, we have not yet received a sufficient number of responses to generate a reliable rate for this month.
(VI). This month, urgent customer contact within 15 minutes remained well above target.



Insights

①. Network Faults reported have decreased this financial year compared to the historical average for the same period.
②. The number of incidents are unpredictable and can vary significantly from month to month.
③. Attendance times for urgent potable water jobs are within the targeted timeframes, whilst urgent waste water jobs are slightly outside of targeted timeframes.
④. Resolution times for urgent potable and waste water jobs are within the targeted timeframes.



Insights

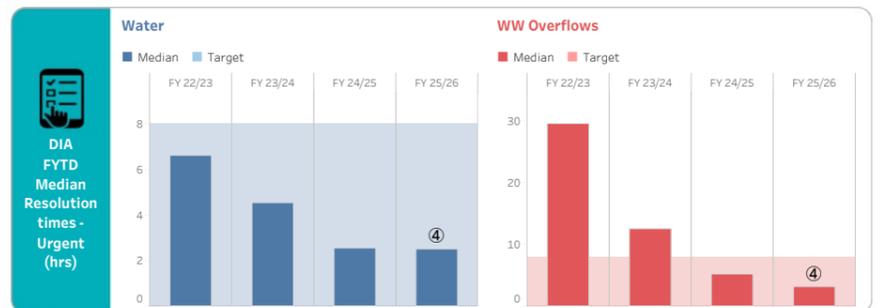
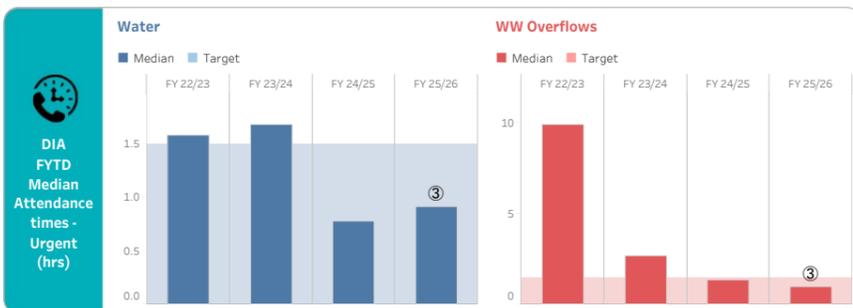
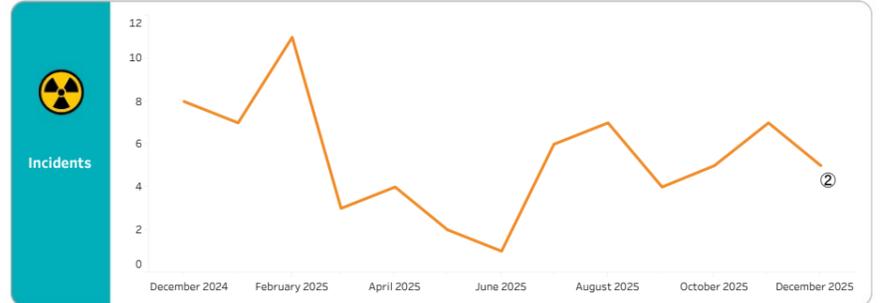
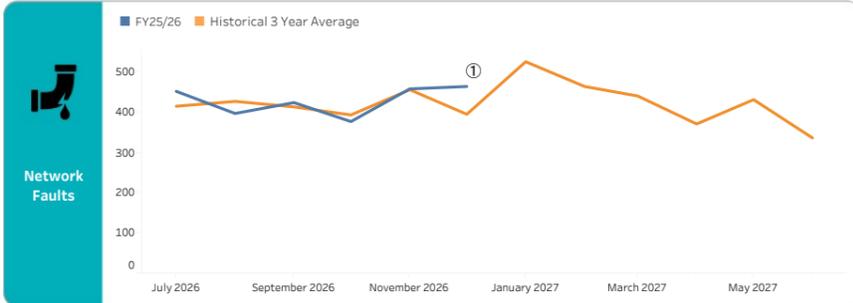
⑤. Attending non-urgent water jobs are outside targeted timeframes. ⑥. Resolving non-urgent water jobs are outside targeted timeframes.
⑦. Leaks repaired have decreased this financial year compared to the historical average for the same period.
⑧. There has been a recent uptick in the CSR backlog since October.
⑨. The reinstatement backlog has seen an increase in recent months.

*Also note that Report provides a snapshot in time. Analysis Date: 13/01/26

CUSTOMER ACTIVITY

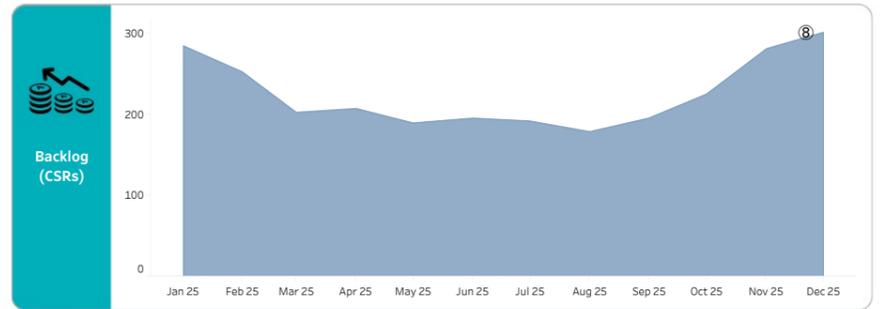
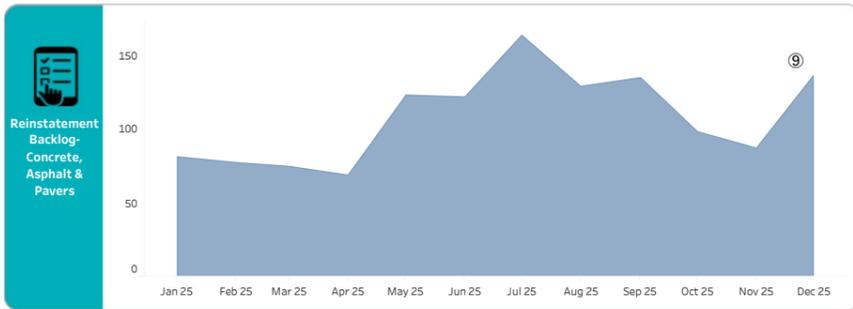
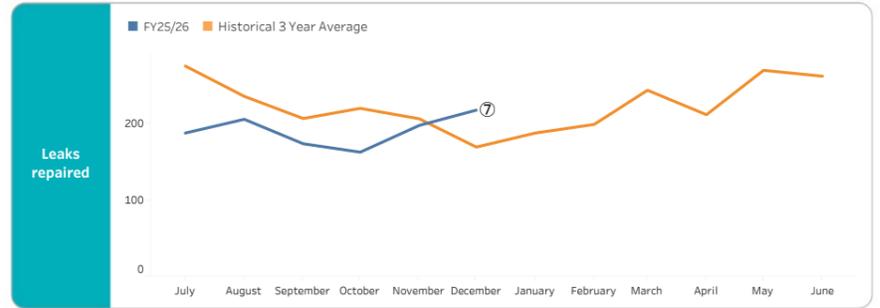
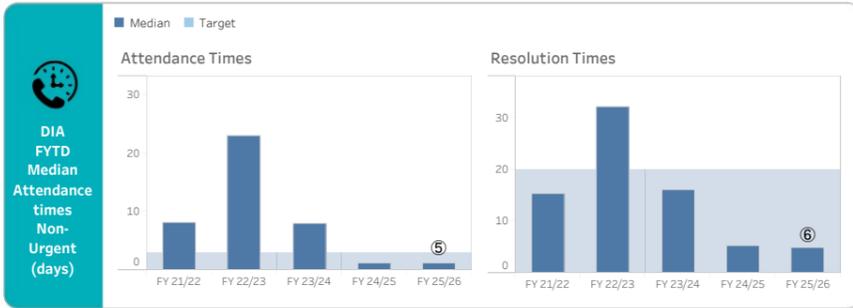


CUSTOMER SATISFACTION



Insights

①. Network Faults reported have marginally increased this financial year compared to the historical average for the same period.
②. The number of incidents are unpredictable and can vary significantly from month to month.
③. Attendance times for urgent potable and waste water jobs are within the targeted timeframes.
④. Resolution times for urgent potable and waste water jobs are within the targeted timeframes.



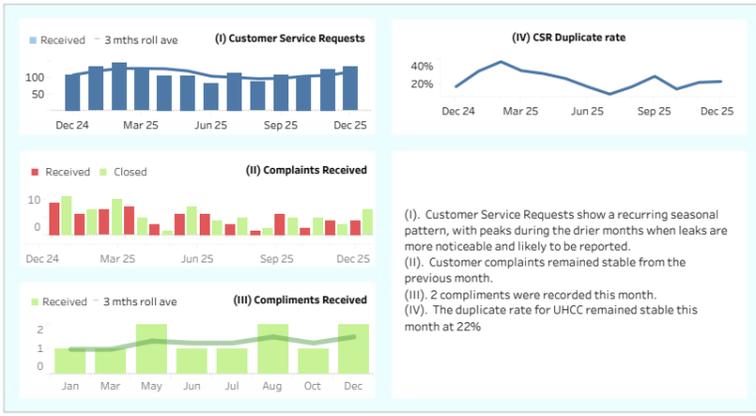
Insights

⑤. Attending non-urgent water jobs remain within targeted timeframes. ⑥. Resolving non-urgent water jobs remain within targeted timeframes.
⑦. Leaks repaired have decreased this financial year compared to the historical average for the same period.
⑧. The CSR backlog continues an upward trend in recent months, reaching a 12 month peak.
⑨. The reinstatement backlog has seen an uptick in recent months.

*Also note that Report provides a snapshot in time. Analysis Date: 13/01/26



CUSTOMER ACTIVITY

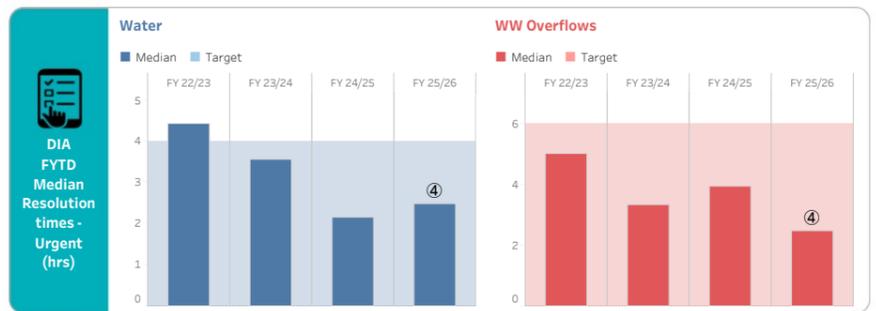
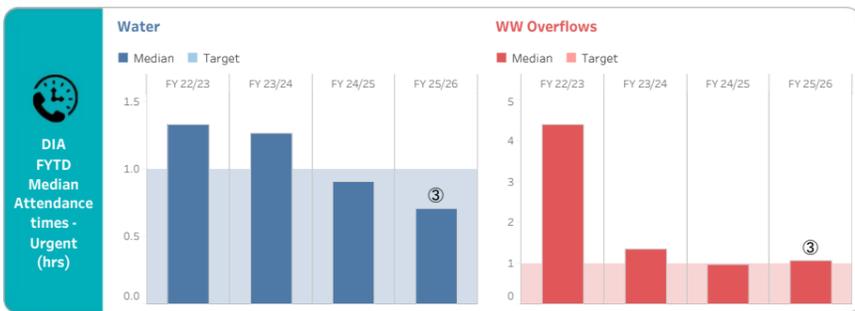
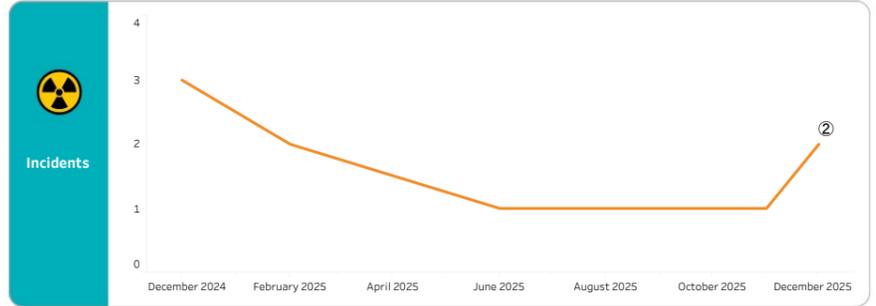
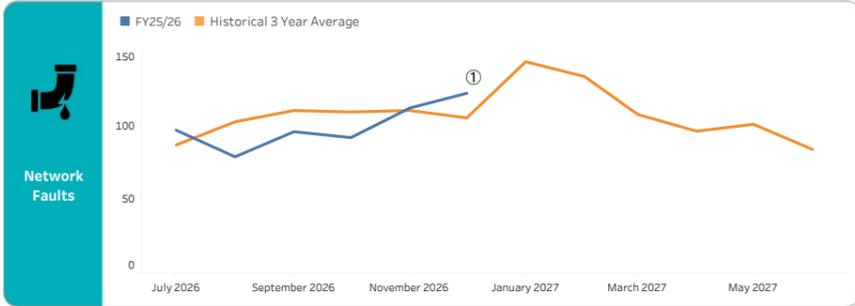


(I). Customer Service Requests show a recurring seasonal pattern, with peaks during the drier months when leaks are more noticeable and likely to be reported.
(II). Customer complaints remained stable from the previous month.
(III). 2 compliments were recorded this month.
(IV). The duplicate rate for UHCC remained stable this month at 22%.

CUSTOMER SATISFACTION

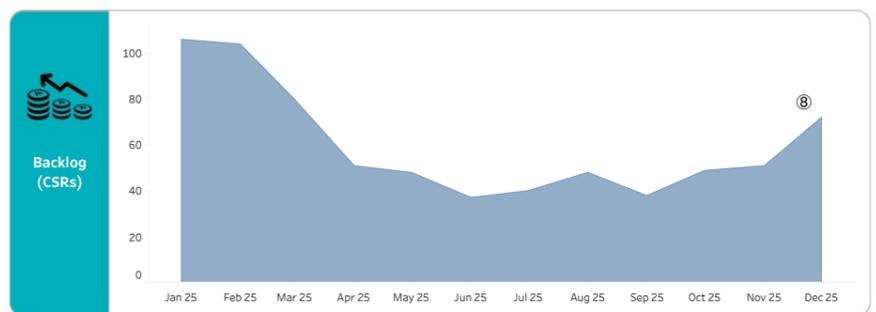
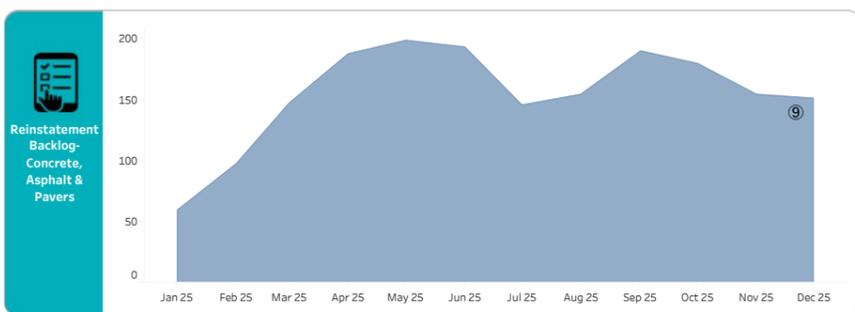
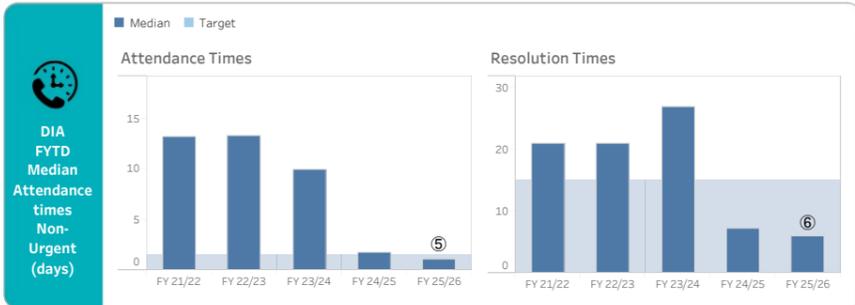


(V). Due to technical issues, the distribution of Customer Satisfaction Surveys was delayed. As a result, we have not yet received a sufficient number of responses to generate a reliable rate for this month.
(VI). This month, urgent customer contact within 15 minutes remained well above target.



Insights

①. Network Faults reported has decreased for this financial year compared to the historical average for the same period.
②. The number of incidents are unpredictable and can vary significantly from month to month.
③. Attendance times for urgent potable water jobs are within the targeted timeframes, whilst urgent waste water jobs are slightly outside of targeted timeframes.
④. Resolution times for urgent potable and waste water jobs are within the targeted timeframes.



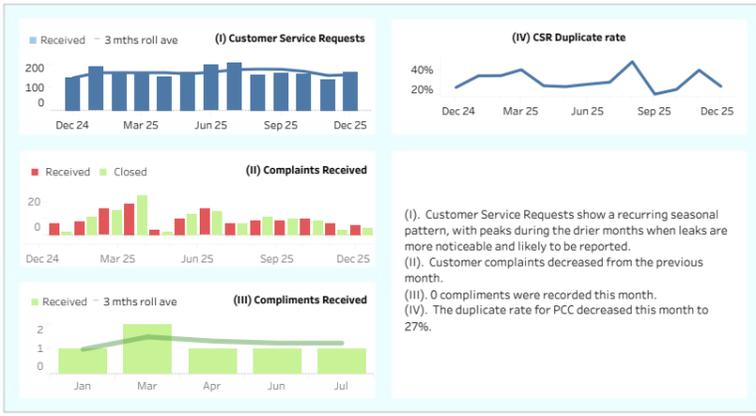
Insights

⑤. Attending non-urgent water jobs remain within targeted timeframes. ⑥. Resolving non-urgent water jobs remain within targeted timeframes.
⑦. Leaks repaired has decreased for this financial year compared to the historical average for the same period.
⑧. The CSR backlog has increased in recent months.
⑨. The reinstatement backlog has decreased in recent months.

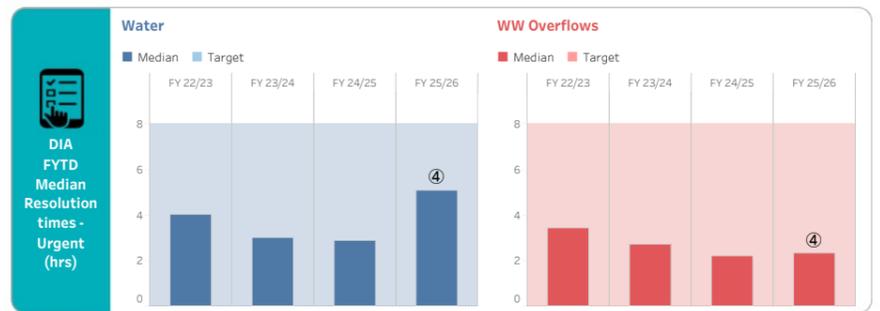
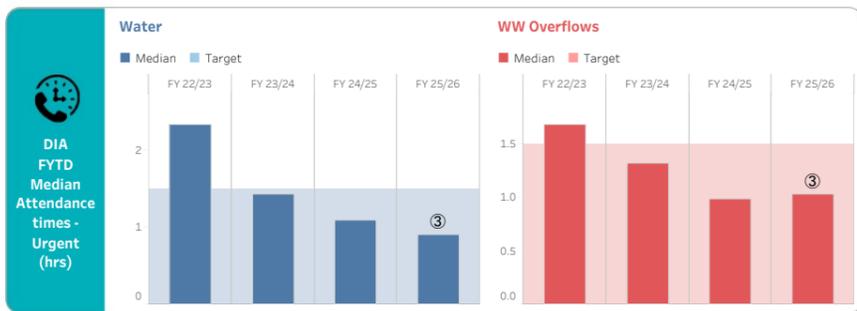
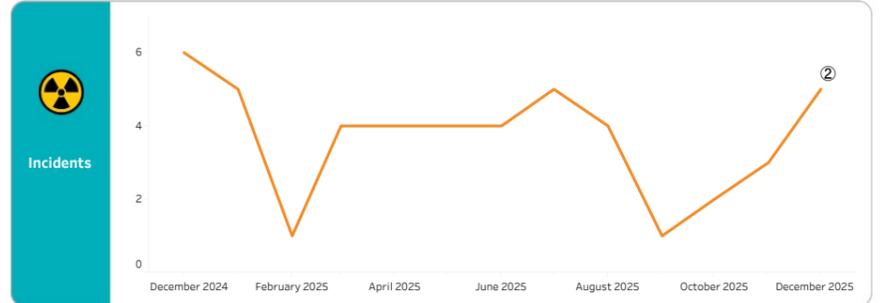
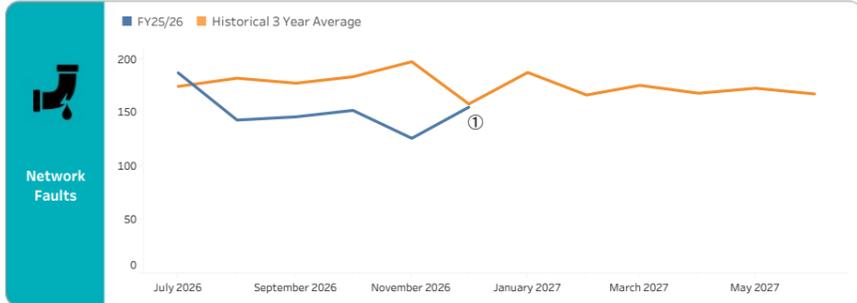
*Also note that Report provides a snapshot in time. Analysis Date: 13/01/26



CUSTOMER ACTIVITY

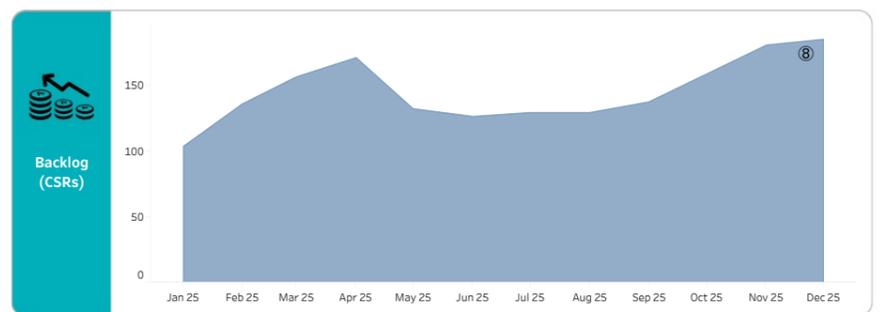
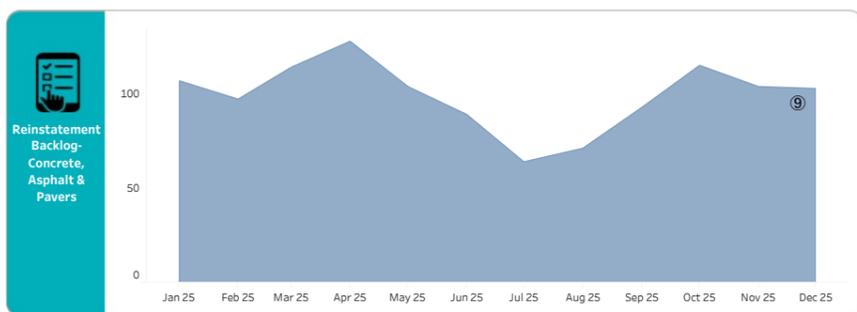
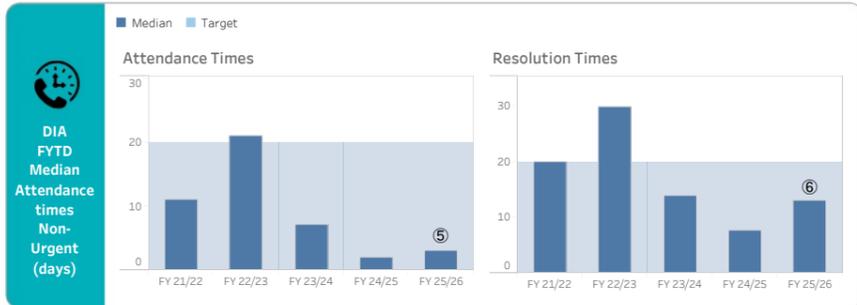


CUSTOMER SATISFACTION



Insights

①. Network Faults reported has decreased this financial year compared to the historical average for the same period.
②. The number of incidents are unpredictable and can vary significantly from month to month.
③. Attendance times for urgent potable and waste water jobs are within the targeted timeframes.
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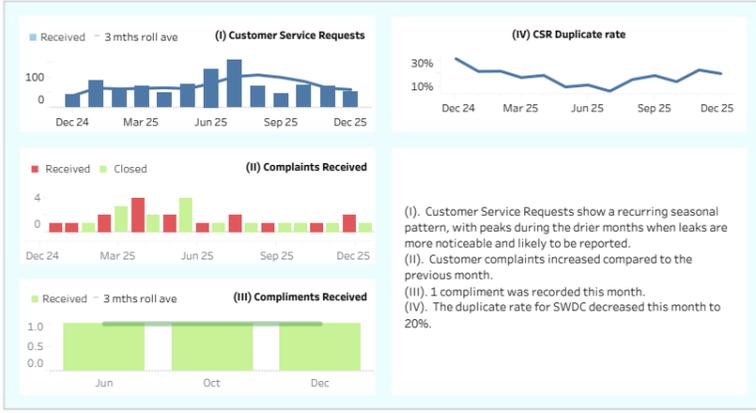


Insights

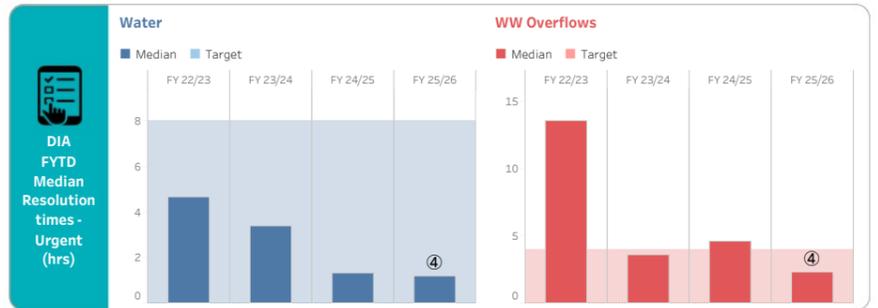
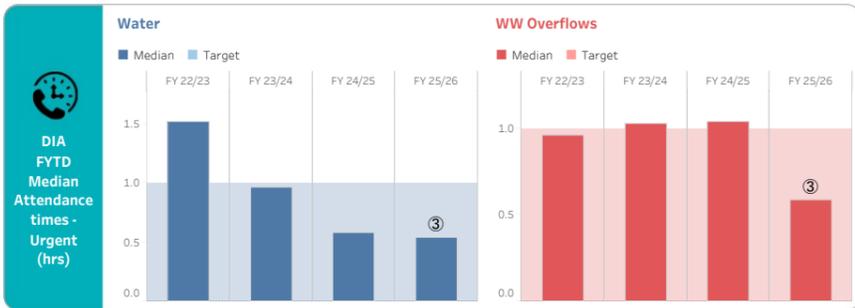
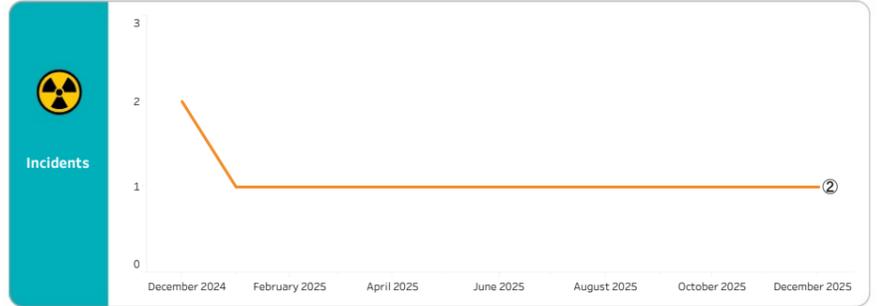
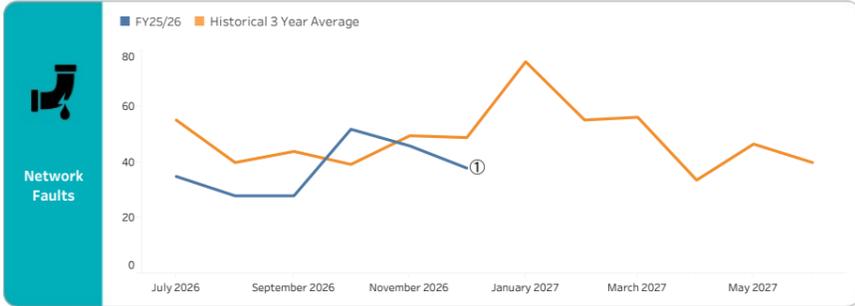
⑤. Attending non-urgent water jobs remain within targeted timeframes. ⑥. Resolving non-urgent water jobs remain within targeted timeframes.
⑦. Leaks repaired has decreased notably this financial year compared to the historical average for the same period.
⑧. The CSR backlog has increased in recent months, reaching a 12 month peak.
⑨. The reinstatement backlog decreased slightly this month, although maintaining an upward trajectory in the past few months.

*Also note that Report provides a snapshot in time. Analysis Date: 13/01/26

CUSTOMER ACTIVITY

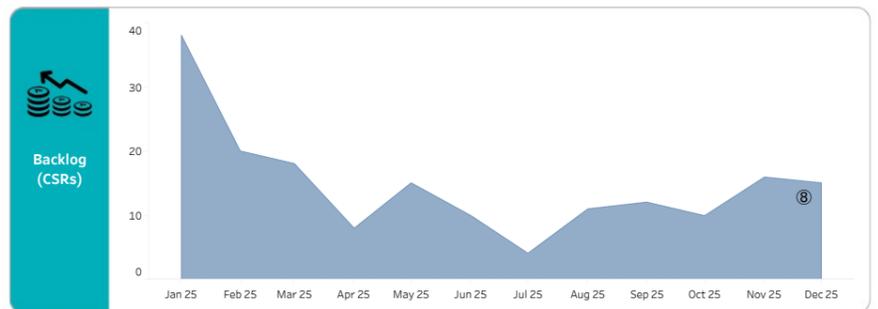
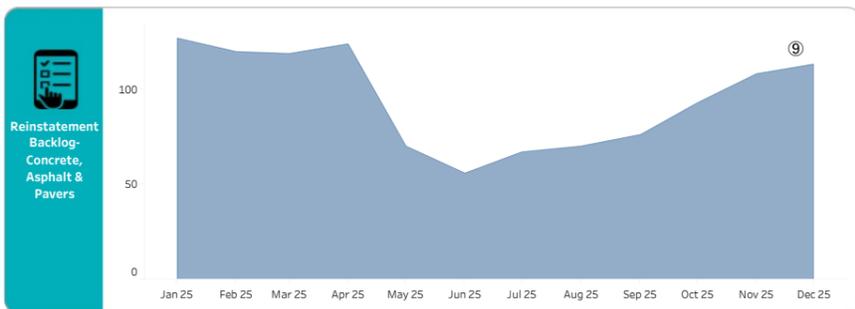
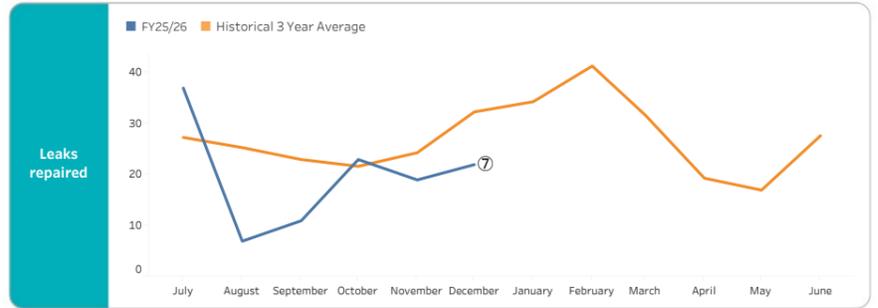


CUSTOMER SATISFACTION



Insights

①. Network Faults reported has decreased this financial year compared to the historical average for the same period.
②. The number of incidents are unpredictable and can vary significantly from month to month.
③. Attendance times for urgent potable and waste water jobs are within the targeted timeframes.
④. Resolution times for urgent potable and waste water jobs are within the targeted timeframes.



Insights

⑤. Attending non-urgent water jobs are outside targeted timeframes. ⑥. Resolving non-urgent water jobs remain within targeted timeframes.
⑦. Leaks repaired has decreased for this financial year compared to the historical average for the same period.
⑧. The CSR backlog has remained stable in recent months, with a slight increase in November.
⑨. The reinstatement backlog has continued to increase in recent months.

*Also note that Report provides a snapshot in time. Analysis Date: 13/01/26



Komiti Ngā Wai Hangarua Wellington Water Committee

26 February 2026

Report no: WWC2026/1/8

Moa Point Update - 13 March 2026

Purpose of Report

1. To provide an overview of the response to the failure of the Moa Point Wastewater Treatment Plant.

Recommendations

That the Committee receives and notes the report.

Update

2. We acknowledge the significant impact on communities and the environment of the failure of the Moa Point Wastewater Treatment Plant on 4 February 2026. This has also impacted the BAU delivery of the organisation, as key people have redirected their efforts into the response.
3. The Emergency Management Team (EMT) has made strong progress toward the initial three priorities:
 - a) Divert wastewater from the short outfall pipe through to the long outfall pipe.
 - b) Manage the odour from the biological material in the plant.
 - c) Regain safe access to the plant buildings.
4. The Moa Point WWTP Recovery Response Team has been established, with the objective to restore the Moa Point Wastewater Treatment Plant to safe, compliant, and reliable operational performance through a coordinated Recovery Response Team, ensuring personnel safety, environmental protection, community confidence, and insurance claim integrity while maintaining transparent engagement with all stakeholders.
5. A governance group is being established, involving leaders from Wellington City Council, Wellington Water and Tiaki Wai.

6. As part of our recovery to the Moa Point discharge, Wellington Water has engaged mechanical and electrical specialists to help with our assessment of the damage at the plant. Two of the specialists are from Australia, two are from New Zealand, and have been chosen because they have the level of knowledge required to support our work.
7. Moa Point wastewater treatment plant continues to discharge screened, but untreated, wastewater into the environment via the long outfall pipe. The short outfall, which isn't screened, is likely to be used during rainfall.
8. A larger air vent for the outfall pipe was installed on 21 February. This is designed to help improve the flow of water through the long outfall pipe, in order to reduce the amount of wastewater discharged through the short outfall pipe during wet weather. The effectiveness of this work can only be tested during heavy rainfall.
9. Wellington Water is working closely with Wellington City Council, Greater Wellington Regional Council, National Public Health and technical experts to assess the overall public health risk. Public health advice was changed on 25 February 2026, and people can now go on the beaches and swim near the shore in the area from Ōwhiro Bay to Breaker Bay. This excludes Tarakena Bay, which remains a no-go area due to its proximity to the short outfall pipe. The rāhui remains in place for Tarakena Bay. Caution is still being advised, though. With those choosing to dive or surf further out at sea to do so at their own risk and public health is strongly advising the public to avoid gathering or eating kaimoana from the south coast.
10. Wellington Water will continue to conduct water sampling for bacteria at various sites around the south coast and the harbour, and provide this information to the public and regulators.
11. There have been a number of public meetings on the issue, which staff have attended.
12. Wellington Water will fully participate in the independent review to be conducted by the Crown Review Team.
13. Committee members may wish to refresh themselves with the provisions of the Shareholders and Partnership Agreement.
14. Wellington Water will provide a verbal update to the Committee on progress since the writing of this paper.

Climate Change Impact and Considerations

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

Appendices

There are no appendices for this report.

Author: Charles Barker, Wellington Water Limited



Komiti Ngā Wai Hangarua Wellington Water Committee

26 February 2026

Report no: WWC2026/1/9

Wellington Water Half-Year Report to 31 December 2025

Purpose of Report

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

Recommendations

That the Committee receives the Wellington Water Limited Half-Year Report to 31 December 2025.

Background

2. Wellington Water Ltd (the Company) is required under the Local Government Act 2002 to produce a Half-Year report, and to provide that report to its shareholders before the beginning of March in the year the report relates. The report must contain information required by the Company's Statement of Intent (SOI).
3. The Half-Year Report (included as Appendix 1) shows the financial and non-financial performance of the Company for the period 1 July 2024 to 31 December 2025. Unlike the Annual Report, the Half-Year Report is not audited.
4. Post-balance date incident – Moa Point: The recent failure of the Moa Point Wastewater Treatment Plant on Wednesday, 4 February 2026, has been significant. Although this occurred outside of the timeframes this report covers, it will require sustained diversion of resources that will impact the company's ability to deliver the planned programme through to 30 June 2026.

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

Climate Change Impact and Considerations

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

Appendices

No.	Title	Page
1↓	Appendix 1: Wellington Water Limited Half-Year Report to 31 December 2025	81

Author: Wayne Maxwell, Wellington Water Committee



WELLINGTON WATER LIMITED 
HALF-YEAR REPORT TO 31 DECEMBER 2025



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Foreword

Welcome to our 2025/26 Half Year Report.

Over the past six months, we have kept up the momentum by continuing to respond to recommendations for improvements and embedding the changes we know are needed to uplift our organisational maturity. With six months to go until our transition to Tiaki Wai, these changes are being implemented with the view of standing us in good stead for the future water entity and ensuring the organisation is ready for the shift. The intense work effort required to make these changes, and the other challenges that have impacted us, mean that we need to take a realistic approach to how much can be delivered.

Transition to the new entity Tiaki Wai

Ensuring Tiaki Wai is operational on day one is our top priority. From our dedicated Transition Team who work closely with Tiaki Wai's Establishment Team, to those leading transition workstreams and sharing expertise as Subject Matter Experts (SMEs) in areas such as due diligence and legal transfer, the whole organisation is playing a part in ensuring a seamless shift. In doing so, we make sure that through this significant change we can keep serving our people, stakeholders, and communities.

Technology Systems Investment programme

The Technology Systems Investment programme has continued to be a big focus for the organisation. The right technological systems are the cornerstone of our, and any water entity's, ability to be an effective business and asset manager. However, the technology we depend on currently is either at the end of its life or owned by shareholder councils or contractors. Change is urgently needed, and many of our people have dedicated a significant amount of time to support the Requests for Proposals (RFP) process and evaluation over the past few months. Although the technology we are procuring will not be ready by the transition date of 1 July 2026, it will be central to the day-to-day operations and success of Tiaki Wai.

Delivering Business-as-usual

We remain focused on our core business of running the plants, delivering the capital and operating programme and managing the day-to-day risks. This has been overlaid by a new company-wide procurement model to allow the company to achieve greater value for stakeholders and the community. These changes required a capability shift and have necessarily slowed delivery in order to ramp up in time, but we are still working to deliver as much of the total programme as we can. While we are forecasting to exceed our lower target of 75% of the programme, this will be challenging to achieve and is made more difficult by the recent events.

Moa Point Wastewater Treatment Plant Failure

The recent failure at Moa Point Wastewater Treatment Plant on Wednesday 4 February 2026 is devastating. We deeply regret the impact this has had on communities and the environment. We want to acknowledge our people for the initial response to the incident, and those who gave up their time to

ensure that public health was protected first and foremost. Our focus is to restore plant operations as quickly and safely as possible. We will be cooperating to the fullest extent with the Crown Teams Review, so that everyone can have clear, authoritative answers about what went wrong, why it occurred, and what lessons must be learned. Although this event occurred outside of the timeframes that this document covers, it will have a profound impact on Wellington Water's final six months of operation before being absorbed by Tiaki Wai.

Board Chair

We also acknowledge the significant contribution made by previous board Chair Nick Leggett, who stepped down on 16 February 2026. In doing so, Nick noted that strong organisations improve when those in leadership roles are prepared to stand up in difficult moments. Nick led the Board as it identified that things needed to change at Wellington Water, and has been instrumental in putting in place the programme of change that will ultimately set Wellington Water and its successor, Tiaki Wai, on course to being the water service provider that the region needs and deserves.



Bill Bayfield

Board Chair



Pat Dougherty

Chief Executive

About Wellington Water

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

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

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

This report has been prepared in the context of ongoing work to transition to the new water services entity, Tiaki Wai, by 1 July 2026. As part of this transition, ownership arrangements will change, with South Wairarapa District Council opting to join a separate water entity serving the Wairarapa region.

This Half-Year Report covers the period July 1 2025 to December 31 2025 and sets out our progress against the goals set in *Our Water and Our Future (Wellington Water's 2025–28 Statement of Intent)*.

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

Heightened regulation and delivering against these

On 12 August 2025 Wellington Water became subject to Foundational Information Disclosure (ID) empowered under the Local Government (Water Services Preliminary Arrangements) Act (WSPA Act) 2024 and an Order in Council. The Commerce Commission describe foundational ID as a light-handed form of economic regulation, where the Commission in their role of economic regulator for water sets disclosure requirements and monitors performance. These requirements include detailed disclosures on the network, maintenance spending, fault data, and other service performance metrics.

We have submitted two tranches of disclosures, on 31 October and 26 November 2025. These are published on the Wellington Water website - <https://www.wellingtonwater.co.nz/performance-reporting/performance-reporting-disclosures>.

Foundational ID will be replaced by the enduring ID requirements which are currently being developed by the Commerce Commission. These will be announced in February 2026 and come into effect on 1 July 2026.

Strategic Focus

Our purpose statement sets the foundation of our work:

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

This purpose drives our commitment to achieving our four strategic outcomes:

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

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

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

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

Technology Systems Investment Programme

Technology Systems Investment (TSI) aims to ensure Wellington Water has the core technology it needs to deliver efficient, effective, and compliant three water services now and into the future. The technology we depend on currently is not fit-for-purpose, being either at the end of its life or owned by our shareholding councils or contractors. Multiple external reviews of Wellington Water, and in particular the 'Culture and Value for Money' reviews, have cited inadequate technology capability as a causal factor in constraining Wellington Water's ability to operate optimally. In recognition of this, Greater Wellington Regional Council (GWRC) provided \$13.8 million in funding for the 2025/26 financial year to support initial phase of this essential transformation. We will be able to achieve the planned programme phases this year well within this budget.

The Technology Systems Investment (TSI) Programme is on track with delivery to commence in the second half of 2026, by which time Tiaki Wai will be in operation. Two major procurement steps have so far been completed:

1. Information Management System: Implementation is underway with go-live planned for 1 July 2026.
2. Core Business Systems: Vendors for asset management, finance, project management, H&S, CRM, billing, HR, and payroll were selected in December 2025. The programme is now negotiating Phase Zero to establish integrated planning and contracts for full delivery.

To manage the programme's scale and complexity, Wellington Water is engaging specialist resources and partnering with suppliers experienced in the utilities sector. The programme is also coordinating with other key change initiatives, including the Tiaki Wai Transition and Metering Programme, to ensure integrated planning and effective resource management.

Despite progress made since the beginning of financial year, the TSI Programme still requires significant resource investment to develop Wellington Water's technology and asset management systems that support effective and efficient operations of our business. The TSI Programme's key risks centre on sustaining progress amid organisational shifts, achieving timely governance decisions, and ensuring the availability of critical subject-matter expertise.

Transition to Tiaki Wai

The announcement of the Tiaki Wai CEO and initial Board-to-Board engagement in December has established the platform for collaboration as Day 1 approaches on 1 July 2026. Increased resourcing within the Tiaki Wai Establishment Team and the completion of the draft Establishment Plan have accelerated the workload for Wellington Water.

Activity has ramped up across multiple workstreams, supported by an expanded core Transition team. Planning efforts are clarifying what is needed from the Establishment Team to ensure service continuity on Day 1. Wellington Water has met key deliverables, including the legal transfer questionnaire, contracts register consolidation, resource consents stocktake, asset valuations, and HR requirements, and has contributed substantially to due-diligence interviews and the draft Water Services Strategy.

The key priority going forward is to focus on the Minimum Viable Product (MVP) requirements for Day 1 and ensure Wellington Water can provide the necessary inputs without impacting business as usual operations. An early quarter three review will assess the importance of current Wellington Water transition activities and formally initiate any new transition work.

We will continue working closely with the Establishment Team to ensure Wellington Water has sufficient lead-in time to contribute to priority work. As we balance the significant demands on the organisation preparing for a smooth transition to Tiaki Wai while continuing to deliver critical business-as-usual activities, our focus is on delivery in a way that maximises value and remains within our financial resources.

Implementing the Culture and Value for Money Improvement Plan

The Wellington Water Committee endorsed the delivery of a consolidated improvement plan in May 2025. There are 26 Improvement Plan actions that are oriented around nine outcomes, which focus on enhancing organisational capability, strengthening important aspects of the way we work along with our systems and controls, and embedding a value-for-money approach.

Service reliability has improved through a new Asset Management Framework, Investment Delivery Executive Oversight (IDEO) Committee, added asset management resourcing, and progress on technology system procurement, alongside strengthened financial, governance, and assurance processes. Internal audits and clearer accountability now support more consistent delivery. Next steps include embedding Asset Management Engineers, continuing IDEO oversight, and advancing assurance and regulatory maturity, supported by Protected Disclosures training and refined committee structures. Key challenges include managing ongoing change with low maturity systems and data, maintaining assurance quality, and ensuring leaders promote early issue raising as Wellington Water transitions into Tiaki Wai.

Strengthened treatment plant reporting, active consent management, capital renewals, and clearer governance, supported by updated delegations, financial controls, and a growing project management capability have been introduced. Odour treatment upgrades are in progress, and enhanced breach processes are improving accountability. Next steps include completing procurement, transferring projects to Capital Delivery, and progressing ultra-violet (UV) renewals at Seaview and Western wastewater treatment plants. Key challenges involve managing heavy project workloads, addressing ongoing non-compliance at metro plants (Moa Point in particular) and sequencing long-term capital investment while navigating resourcing and recruitment constraints.

Projects and contracts continue to be delivered with strong commercial discipline, supported by open tendering and improved data processes that enhance procurement visibility. Internal governance reporting is embedded, and updated procurement thresholds and KPI development are strengthening value for money. Next steps include finalising performance tracking systems, embedding new thresholds, commencing January 2026 procurement training, and developing 2026/27 portfolios and Alliance performance metrics. Key challenges include sustaining momentum while implementing new processes, ensuring capability uplift matches system changes, and maintaining strong governance as the organisation transitions toward the 30 June 2026 goal.

Business-As-Usual Recap

- We have delivered \$80.1 million in capital projects year-to-date at a regional level, which is only 57% of year-to-date budget. In addition, the programme is heavily backloaded, which will make full year results within target range difficult to achieve. In-year prioritisation has occurred to make additional projects delivery ready along with other mitigations to ensure a consistent and high rate of spend month on month to the end of year. As already noted, recent events such as Moa Point will add to the challenge.
- We completed a major improvement in regional water supply resilience through construction of the Whakawhirinaki bridge and bulk watermain crossing Te Awa Kairangi at Silverstream. This project replaces a vulnerable and poor condition bulk watermain on the existing Silverstream road bridge with a new resilient pipeline crossing both Te Awa Mairangi and the Wellington Fault.
- We continue to manage compliance challenges in the wastewater treatment space, mainly due to aging assets needing improvement and further investment, but also while maintenance and capital projects are being carried out at plants. We received two infringement notices for Seaview Wastewater Treatment Plant for non-compliant effluent quality discharging to the coastal marine area. Maintenance activities required fluoride to be turned off at Wainuiomata Water Treatment plant for a period meaning we didn't meet the Ministry of Health recommended levels for a period at that plant. All other plants met the 95% threshold.
- In July 2025, the backlog of leaks across the Wellington metropolitan region (Wellington City, Porirua, Lower Hutt, and Upper Hutt) reached its lowest level in four years, with fewer than 300 reported leaks remaining on the public network. This achievement demonstrates the effectiveness of sustained Council investment, ongoing process improvements, and the commitment of our operations teams.
- Customer satisfaction peaked at 71% in quarter one and dipped slightly across quarter two to 64%. Resolution times remain a key driver of lower satisfaction, and the summer peak impacted the backlog, extending end-to-end processing timeframes. Historically, longer resolution times have been strongly correlated with declines in customer satisfaction.
- In September 2024, Wellington Water was selected as part of the Chief Ombudsman's regular programme of audits into Local Government Official Information and Meetings Act (LGOIMA) practices and compliance within local authorities. The Ombudsman's report, received in August 2025, identified 27 actions to further strengthen our LGOIMA processes. While the findings were broadly anticipated, they reaffirmed the need for ongoing improvements to our systems, processes, and organisational culture. The report also underscored the importance of modern technology and information systems, which are the key components of our ongoing TSI change programme. We accepted all of the Ombudsman's recommendations and are actively implementing the required changes to enhance the consistency, timeliness, and quality of our LGOIMA practices. Overall, the report was complimentary of Wellington Water's growing culture of openness and transparency with its shareholders, stakeholders, partners, and the public.

Spotlight on Major Projects

Major Projects are complex, high risk, and present significant value to the region, Wellington Water, and our client Councils. Each of the projects are critical for the resilience, improvement, and/or growth of the region's three waters infrastructure.

Over the six months since July 2025, the following projects have achieved construction completion:

Te Mārua Water Treatment Plant Capacity Optimisation (Greater Wellington Regional Council)

Since July 2025, the Te Mārua Water Treatment Plant project completed commissioning of the full Dissolved Air Flotation system and all support systems, boosting capacity by 20 million litres per day (MLD) and improving our resilience ahead of summer demand. The programme has been completed on schedule. Key milestones included final physical works and operational readiness supporting infrastructure, delivering improved reliability and efficiencies for the region's water supply.

Wellington Central Business District (CBD) Wastewater Programme (Wellington City Council)

The programme renews and upgrades critical CBD wastewater mains and pump stations to reduce overflows to Wellington Harbour and improve network resilience. The programme includes six projects, delivering increased capacity, improved redundancy, and reducing the risk of overflows. Two projects, the Taranaki Rising Main and new pump station, have already been completed, with three additional projects in construction this financial year.

- **Wakefield Street Wastewater Rising Main:** Delivered a new rising main linking Kent Terrace to Taranaki Street, providing redundancy in the CBD wastewater network. Construction was completed more than two months ahead of programme and \$2 million under budget. Benefits include reduced overflow risk and improved network reliability.
- **Pump Stations 1–7 Upgrades – Package 1 (Pump Stations 5 & 7):** Upgraded two key CBD pump stations to improve capacity and operational performance. Construction was completed to programme and approximately \$0.5 million under contract value. The work reduces failure risk and lowers future maintenance requirements, with remaining packages planned for 2026.
- **Victoria Street Wastewater Rising Main:** Stages 1 and 2 (Willerton Street to Taranaki Street) has made significant progress. Works are tracking ahead of programme and approximately \$0.8 million under budget, with completion forecast for May 2026. Early progress has reduced delivery risk across the wider CBD programme, with the replacement of the pipe in the poorest condition with a history of high-profile bursts and overflows into the harbour.

Seaview Wastewater Treatment Plant (WWTP) – Odour Control Renewal Stage 2 (Hutt City Council)

- Stage 2 works of the Odour Control project were completed at Seaview WWTP.

- The works included design and construction of a new Odour Control Unit for the Milliscreen Building, replacement of milliscreen odour ducting, seals and repairs to external ducting and replacement of four odour extraction fans.
- The work was subject to an abatement notice requiring completion by 1 December 2025. Works were completed 12 days late, but a week earlier than forecast. The new equipment is improving conditions for operators and reducing the risk of fugitive odour for the community.
- The abatement notice also included a requirement to install odour treatment for the dryer building. This was successfully challenged as odour modelling showed that the dryer building improvements would not make a meaningful impact on odour beyond the plant boundary. This resulted in approximately a \$1.8 million reduction in project costs.

Whakawhirinaki – Relocate main at Silverstream Bridge (Greater Wellington Regional Council)

- This project involved renewing the large-diameter bulk water pipeline that previously crossed the Silverstream Bridge in Upper Hutt. The works included the installation of 1.2 km of 1000 mm diameter underground pipeline and a 200 m long aerial pipeline supported by a new bridge crossing Te Awa Mairangi / Hutt River at Silverstream. The project commenced in 2017, with the bridge pipeline successfully passing pressure testing on 8 September 2025 and achieving practical completion on 14 October 2025. A formal opening ceremony and karakia were held on 12 November 2025.
- Value for money was achieved during construction through a review of the aerial pipeline design and construction methodology. This resulted in an \$8 million saving identified through contractor tender submissions via an alternative bridge design, as well as early procurement undertaken in 2022, which reduced exposure to cost escalation and inflation during the COVID-19 period.
- Whakawhirinaki is an essential asset for the bulk water supply to Porirua City and north Wellington, and completion of this project significantly improves the resilience of the bulk water supply network to 100% of Porirua City and approximately 40% to Wellington City.

Statements of Service Performance

Our Statement of Intent 2025-28 outlines 17 performance measures focusing on delivering core services.

Summary of performance measure results

As at 31 December 2025, 65% (11) of measures were on track, 17.5% (3) of measures were at risk, and 17.5% (3) were not achieved or off track. The following table provides a consolidated view of our progress against the 17 performance measures.

Green = On track

Orange = At risk

Red = Off track

#	Purpose	Measure	Target	Status	Result as at 31 December
01	We deliver a level of service that our councils and customers expect	Customers rate their experience of our performance as 'Satisfied' or better	Satisfaction is >= 55%)	Green	Customer satisfaction is sitting at 64%. While the result remains positive against target, two recurring themes underperformed: responsiveness and advised of works communication. Resolution times remain one of the primary drivers of satisfaction scores, and the recent increase in backlog has impacted end-to-end timeframes.
02	The yearly average level of fluoride leaving each Water Treatment Plant is within the Ministry of Health guidelines 95% of the time.	The yearly average level of fluoride leaving each Water Treatment Plant is within the Ministry of Health guidelines (0.7-1.0 parts per million) 95% of the time.	Achieved at all plants	Red	<ul style="list-style-type: none"> Te Marua = 97%, Wainuiomata = 92%, Waterloo = 95%, Gear Island = 95%. <p>Wainuiomata WTP maintenance activities required the fluoride to be turned off for two one-week periods to investigate fluoride transfer issues.</p>

#	Purpose	Measure	Target	Status	Result as at 31 December
03	We will deliver safe drinking water to metro Wellington ¹	We comply with Drinking Water Quality Assurance Rules (Treatment)	Achieve full compliance at all 4 metropolitan water treatment plants every month		The Waterloo Water Treatment Plant is non-compliant with the Drinking Water Quality Assurance rules due to insufficient contact time with chlorine for water for approximately 800 households following a rule change in 2022. A project to resolve the issue is in progress, and the water remains safe to drink. All other treatment plants were compliant.
04	We will deliver safe drinking water to South Wairarapa ²	We comply with Drinking Water Quality Assurance Rules (Treatment)	Compliant 12/12 months		All South Wairarapa Water Treatment Plants were compliant.
05	Our metropolitan wastewater treatment plants (WWTP) will operate as expected	We receive zero abatement notices, infringement notices, enforcement orders or conviction for breaches of consent	Zero, notices, orders and convictions		<ul style="list-style-type: none"> 2 infringement notices received GWRC issued two infringement notices for Seaview Wastewater Treatment Plant on 24 October 2025 for events across June-July 2025. The first infringement notice was issued for non-compliant effluent quality discharging to the coastal marine area, and the second infringement was for breach of abatement notice A1026 for the same discharge.
06	South Wairarapa WWTP will operate as expected.	We receive zero abatement notices, infringement notices, enforcement orders or conviction for breaches of consent.	0 notices, orders and convictions		No notices, orders or convictions received
07	Annual target met	Percentage of targeted pipe replacement/renewal completed	7.2 km of pipes are renewed		Total for half year is 1.8 km against an annual target of 7.2 km. The programme is backloaded with the remaining renewals to be delivered across the next six months.

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

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

#	Purpose	Measure	Target	Status	Result as at 31 December
08	We will deliver our capital programme within the expected range	Total capital delivery is between 75% and 90% of \$362m	Between \$270m and \$325m		Year-to-date delivery totalled \$80.1 million against a budget of \$140.2 million, or 57%. The programme is heavily backloaded which adds to the challenge. Forecasts are to achieve a result within the target range, but confidence in this can be considered low given recent events.
09	Our people remain engaged with our company and its purpose	Our overall engagement score remains stable or increases	Overall engagement greater than 60%		Overall employee engagement increased from 55% to 60%. Action plans will be in place to ensure continuous improvement.
10	We will monitor and address critical health and Safety risks for our people	Health and Safety critical risks will be reviewed, and improvement implemented.	Two or more health and safety critical risks are reviewed.		Validation of risks is underway, and the programme is on track.
11	Give effect to Te Mana o te Wai	Give effect to Te Mana o te Wai by defining what this means for Wellington Water and provide direction on where and how it will be applied to our planning, regulatory and operational activities.	Develop a strategy to give effect to Te Mana o te Wai		Initial work has started on the scope of the Te Mana o te Wai strategy. Initial discussions with our mana whenua partners have been had to ensure the strategy will align with iwi aspirations.
12	To demonstrate our commitment to partnering with mana whenua iwi	We regularly check with Te Rūnanga o Toa Rangatira and Taranaki Whānui that we are honouring our partnership agreements.	Annual hui confirm that we are giving effect to the purpose and values set out in the relationship agreements.		We have continued engagement and hui with our mana whenua partners. Wellington Water meets regularly with Te Rūnanga o Toa Rangatira and Taranaki Whānui and continues to engage in capital and operational matters, ongoing mahi and big projects e.g. Porirua Harbour Accord, Seaview Rōpū.

#	Purpose	Measure	Target	Status	Result as at 31 December
13	To demonstrate our commitment to partnering with mana whenua iwi	We offer partnership agreements to Ngāti Kahungunu ki Wairarapa-Tamaki Nui a Rua and Rangitāne o Wairarapa	Partnership agreements offered to Ngāti Kahungunu ki Wairarapa-Tamaki Nui a Rua Rangitāne o Wairarapa.		We continue to engage with mana whenua iwi in the Wairarapa on operational matters until Tiaki Wai is established on 1 July 2026.
14	There is sufficient water to meet customer needs	Wellington Water and Councils do not implement Level 4 water restrictions	Achieved		Achieved. Water restrictions risk is extremely low this year, with more focus now on the long-term strategic interventions (i.e. introduction of water meters and creation of lake reservoirs).
15	We manage the region's water shortage risk in the medium to long term	Prepare a regionally consistent plan for roll out of residential water meters across our metropolitan council areas.	Procurement commenced, funding agreed, water meter installation has commenced.		First stage business case presented to joint Boards on 15 December 2025. Direction included selecting smart meters, progress planning for procurement phase, and finalising business case for approval by end of Q3.
16	Revisit supply chain to ensure efficiency and value for money	Review key contracting arrangements for maintenance and capital works.	Report Quarterly		The review remains on track, with incremental improvements implemented through threshold changes, capability uplift, and strengthened commercial practice.
17	Lift our organisational capability	Implement actions agreed of the Wellington Water Culture and Value for Money Improvement Plan.	>75% of agreed actions achieved or exceeded		75% of agreed actions were either achieved or exceeded.

Financial Summary

FINANCIAL STATEMENTS

INTERIM FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 2025

Basis of preparation

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 interim financial statements have been prepared in accordance with generally accepted accounting practice in New Zealand (NZ GAAP) and comply with PBE IAS 34 Interim Financial Reporting.

The accounting policies applied are consistent with those used in the annual financial statements for the year ended 30 June 2025. All amounts are stated exclusive of Goods and Services Tax (GST), except for receivables and payables, which include GST. The net amount of GST recoverable from or payable to the Inland Revenue Department is included within receivables or payables in the statement of financial position.

These financial statements have been prepared on a disestablishment basis, reflecting the planned transition of water services delivery to a new regional water services organisation. The financial statements are presented in New Zealand dollars and rounded to the nearest thousand dollars (\$000), unless otherwise stated. The measurement basis applied is historical cost.

Water services reform and transition to Tiaki Wai

Following the repeal of the Water Services Entities Act 2022 in July 2024, the Government introduced the Local Water Done Well policy in August 2024 to reset the water services system. The reforms were implemented in three stages: repeal of the previous legislation, establishment of a new framework with transitional arrangements, and the development of enduring settings for water services delivery. These reforms were completed with the enactment of the Local Government (Water Services) Act 2025, which received Royal Assent on 26 August 2025.

Under the Act, territorial authorities retain responsibility for ensuring water services are provided within their districts, while having discretion over the delivery model best suited to local circumstances. Councils across the metropolitan Wellington region have agreed to pursue a jointly owned water services provider, with a joint Water Services Delivery Plan submitted to the Department of Internal Affairs on 29 August 2025.

While South Wairarapa District Council (SWDC) is currently a shareholder in Wellington Water, it will instead participate in a jointly owned water services provider for the Wairarapa and Tararua regions which is expected to be operational by July 2027. As a result, SWDC will manage its water services independently for an interim period of approximately one year.

As part of this transition, a new water services organisation, Tiaki Wai, has been established to deliver water services for the metropolitan Wellington region under the new framework. Tiaki Wai has an appointed Chief Executive and Establishment Board, providing governance and strategic leadership for the transition and future operations. Preparations are underway for commencement of operations on 1 July 2026 ("Day One"), including workforce transition and system readiness.

Wellington Water Limited will continue to operate as a council-controlled organisation during the transition period, with all permanent staff expected to transition to Tiaki Wai to support continuity of service delivery and retention of organisational capability.

Statement of compliance

These interim financial statements are for the six-month period ended 31 December 2025 and should be read in conjunction with the annual financial statements for the year ended 30 June 2025. They have been prepared in accordance with the requirements of the Companies Act 1993 and the Local Government Act 2002, and comply with NZ GAAP, Tier 1 PBE accounting standards, and PBE IAS 34 Interim Financial Reporting.

STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSES

For the period ended 31 December 2025

	Unaudited 31 Dec 2025 \$000	Unaudited 31 Dec 2024 \$000	Audited 30 June 2025 \$000
Council capex and Council opex programme	140,229	191,404	376,613
Management and advisory services	12,145	11,407	22,814
Other revenue	4,332	1,638	2,998
Total revenue	156,706	204,449	402,425
Salaries and wages	(27,653)	(23,759)	(47,390)
Superannuation	(831)	(697)	(1,417)
Directors fees	(120)	(81)	(169)
Audit fees - financial statements	(97)	(154)	(425)
Council capex and Council opex programme	(140,229)	(191,404)	(376,613)
Operating leases	(1,228)	(1,012)	(2,172)
Other personnel expenditure	(1,309)	(994)	(5,047)
Other operating expenditure	(11,100)	(8,859)	(15,349)
Corporate (Direct) costs charged to capex and opex programme	22,063	22,193	46,828
Total operating expenses	(160,504)	(204,767)	(401,754)
Depreciation and amortisation	(699)	(733)	(1,407)
Surplus/(deficit) before tax	(4,497)	(1,051)	(735)
Tax expense	-	-	322
Total comprehensive revenue and expenses	(4,497)	(1,051)	(413)
Attributable to:			
Wellington City Council	(1,799)	(420)	(165)
Hutt City Council	(899)	(210)	(83)
Greater Wellington Regional Council	(675)	(158)	(62)
Porirua City Council	(540)	(126)	(50)
Upper Hutt City Council	(360)	(84)	(33)
South Wairarapa District Council	(225)	(53)	(21)
Total comprehensive revenue and expenses	(4,497)	(1,051)	(413)

Comparison of results for the six months ended 31 December 2025 to the same period last year

Revenue: Council capex and Council opex programme revenue decreased by \$51.2m mainly driven by capex programme revenue, which decreased by \$48.0m. This variance reflects differences in the timing of programme delivery compared with the same period last year and are directly linked to council programme expenditure.

Overall, net revenue decreased by \$47.7m compared with the same period last year.

Expenses: Wellington Water's expenses decreased by \$44.3m compared with the same period last year, primarily due to the timing of programme delivery. This was partly offset by increases in salaries and wages resulting from higher employee numbers, and increased other operating expenditure, mainly relating to external consultants and information technology programme

costs.

Net Deficit: The net deficit for the half-year ended 31 December 2025 amounted to \$4.5m.

STATEMENT OF CHANGES IN EQUITY

For the period ended 31 December 2025

	Unaudited 31 Dec 2025 \$000	Unaudited 31 Dec 2024 \$000	Audited 30 June 2025 \$000
Surplus/(deficit) for the period	(4,497)	(1,051)	(413)
Equity at the beginning of the period	6,646	7,058	7,058
Total equity	2,148	6,007	6,646

STATEMENT OF FINANCIAL POSITION

As at 31 December 2025

	Unaudited 31 Dec 2025 \$000	Unaudited 31 Dec 2024 \$000	Audited 30 June 2025 \$000
Cash and cash equivalents	39,741	46,812	52,604
Receivables and prepayments	2,027	7,381	62,115
Tax receivable	849	362	640
Total current assets	42,618	54,555	115,359
Intangible assets	-	1	0
Property, plant and equipment, vehicles	4,507	4,296	4,240
Deferred tax	691	369	691
Total non-current assets	5,198	4,666	4,931
Total assets	47,816	59,221	120,290
Payables and provisions	42,198	50,386	110,825
Employee entitlements	3,447	2,818	2,796
Tax payable	-	-	(0)
Total current liabilities	45,645	53,204	113,621
Employee entitlements-Long-term	22	10	24
Total non-current liabilities	22	10	24
Total liabilities	45,668	53,214	113,645
Net assets	2,148	6,007	6,646
Issued capital	1,000	1,000	1,000
Accumulated comprehensive revenue and expenses	1,148	5,007	5,646
Total equity	2,148	6,007	6,646

Comparison to Statement of Financial Position at 31 December 2024

Current Assets: Current assets were \$11.9m lower compared with 31 December 2024, primarily due to reduced receivables and a lower cash balance. The year-on-year decrease in receivables reflects delays in delivery of the capex programme. Wellington Water invoices the capex programme based on actuals and the current month forecast, and delays in programme delivery have reduced the amounts invoiced.

The lower cash at bank balance reflects reduced cash inflows from operating activities, driven by lower receipts, partly offset by lower supplier payments.

Current Liabilities: Current liabilities were \$7.6m lower compared with 31 December 2024, primarily due to reduced spending on council capex and opex expenditure programmes, as well as lower contract retentions reflecting a higher level of retention payments made during the year. These decreases were partially offset by an increase in the unexpected events reserve balance.

Equity: Total equity decreased by \$3.9m year-on-year, reflecting the operating deficit recorded for the period. Equity at 31 December 2025 incorporates the \$4.5m deficit reported in the statement of comprehensive revenue and expenses, resulting in a closing equity balance of \$2.1m. No other movements in reserves occurred during the year.

STATEMENT OF CASH FLOWS

As at 31 December 2025

	Unaudited 31 Dec 2025 \$000	Unaudited 31 Dec 2024 \$000	Audited 30 June 2025 \$000
Receipts from councils	164,052	245,595	430,343
Interest received	745	1,293	2,286
Employees and suppliers	(176,485)	(234,617)	(413,822)
Tax (paid)/received	(209)	(1,698)	(1,977)
Net cash flow from operating activities	(11,896)	10,573	16,831
Purchase of property, plant and equipment, vehicles	(967)	(477)	(1,111)
Proceeds from the sale of vehicles	-	166	334
Net cash flow from investing activities	(967)	(311)	(777)
Share capital issued	-	-	-
Net cash flow from financing activities	-	-	-
Net cash flow	(12,863)	10,262	16,055
Add: cash at the beginning of the period	52,604	36,550	36,550
Cash at the end of the year	39,741	46,812	52,604
Comprised of:			
Cash at bank and on hand	39,741	46,812	52,604

Comparison to Statement of Cash Flows at 31 December 2024

Net cash flows from operating activities: Net cash flows from operating activities decreased by \$22.5m compared with the same period last year, resulting in an operating cash outflow of \$11.9m for the six months ended 31 December 2025. This movement was primarily driven by significantly lower receipts from councils, reflecting delays in council programme delivery compared with the prior year. The reduction in receipts was partially offset by lower payments to suppliers, consistent with the reduced level of programme activity during the period.

Net cash flows from investing activities: Net cash flows from investing activities resulted in an outflow of \$1.0m, compared with an outflow of \$0.3m in the prior year. This increase was mainly due to higher expenditure on property, plant and equipment, partially offset in the prior year by proceeds from the sale of vehicles.

Net cash flows from financing activities: There were no cash flows from financing activities during the period.

Overall, net cash outflows for the period totalled \$12.9m, compared with net inflows of \$10.3m in the same period last year. Cash at bank decreased by \$7.1m over the period to \$39.7m at 31 December 2025. The decrease reflects lower net operating cash inflows year-on-year, partially offset by a higher opening cash balance at the beginning of the period.

TO: Chair and Members



Komiti Ngā Wai Hangarua | Wellington Water Committee

FROM: Kate Glanville, Democracy Advisor, Hutt City Council

DATE: 26 February 2026

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 - March 2025	102

Author: Kate Glanville, Senior Democracy Advisor, Hutt City Council

Approved By: Kathryn Stannard, Head of Democratic Services, Hutt City Council

Wellington Water Committee Forward Programme 2026

29 May 2026
<i>Location: Hutt City Council</i>
Wellington Water Committee
<ul style="list-style-type: none">• Workshop placeholder• Chairperson's Statement• Considerations for wind-up of Wellington Water Committee
Wellington Water
<ul style="list-style-type: none">• Company and Governance Update