



KOMITI NGĀ WAI HANGARUA WELLINGTON WATER COMMITTEE

22 May 2026

Order Paper for the meeting to be held in the
Wellington City Council, Waiwhetu (1.01), Level 1,
Te Aho Tupua, 2 Harris Street, Wellington
(PLEASE NOTE CHANGE OF START TIME AND VENUE)

on:

Friday 29 May 2026 commencing at 10:30 am

The meeting will be livestreamed on Wellington City Council's YouTube channel.

Membership

Mayor A Baker
Cr S Edwards (Deputy Chair)
Mayor F Wilde
Cr R Connelly (Chair)
Mayor P Zee
H Modlik
K Puketapu-Dentice
A Rutene

Mayor A Little

Deputy Mayor B McNulty
R Faulkner
Cr S Woolf
Deputy Mayor K Wihapi
Deputy Mayor R Taylor
Deputy Mayor C White
K Tamanui
Mayor K Laban

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

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

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 Wellington City Council, Waiwhetu (1.01), Level 1,
Te Aho Tupua, 2 Harris Street, Wellington

(PLEASE NOTE CHANGE OF START TIME AND VENUE) on

Friday 29 May 2026 commencing at 10:30 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,
13 March 2026

8

6. CHAIR'S STATEMENT

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

7. COMPANY AND GOVERNANCE UPDATE

Report No. WWC2026/3/37 by Wellington Water Limited

16

8. **WELLINGTON WATER LIMITED SHARES TRANSFER AND AMALGAMATION WITH TIAKI WAI**

Report No. WWC2026/3/38 by Wellington Water Limited

62

9. **QUESTIONS**

With reference to section 32 of Standing Orders, before putting a question a member shall endeavour to obtain the information. Questions shall be concise, in writing, and handed to the Chair prior to the commencement of the meeting.

10. **EXCLUSION OF THE PUBLIC**

CHAIR'S RECOMMENDATION:

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

11. **MINUTES**

13 March 2026

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

(A)	(B)	(C)
General subject of the matter to be considered.	Reason for passing this resolution in relation to each matter.	Ground under section 48(1) for the passing of this resolution.
Minutes of the Wellington Water Committee Komiti Ngā Wai Hanganua held on 13 March 2026: Appointment of Wellington Water Board Chair and Director's Remuneration 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**

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

Minutes of a meeting held in the Council Chambers,
2nd Floor, 30 Laings Road, Lower Hutt on
Friday 13 March 2026 commencing at 10:02 am

To watch the livestream of the meeting, please click on the link here: [13 March 2026 Wellington Water Committee](#)

PRESENT: Mayor A Baker (PCC)
Cr S Edwards (HCC) (Deputy Chair)
Mayor F Wilde (SWDC) (via audio-visual link)
Cr R Connelly (GWRC) (Chair)
Mayor P Zee (UHCC)
H Modlik (Te Rūnanga O Toa Rangatira)
Mayor A Little (WCC)

APOLOGIES: K Puketapu-Dentice (Taranaki Whānui ki Te Upoko o Te Ika)

IN ATTENDANCE: B McNulty, Deputy Mayor, Wellington City Council
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)
G Swainson, Chief Executive, Upper Hutt City Council
K Glanville, Senior Democracy, Hutt City Council
H Clegg, Minute Taker, Hutt City Council

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>
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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>

The Chair welcomed Bill Bayfield as the new Chair of the Wellington Water Board.

2. APOLOGIES

RESOLVED: (Mayor Zee/Mayor Baker)

Minute No. WWC 26101

“That the apology received from Kara Puketapu-Dentice be accepted and leave of absence be granted.”

3. PUBLIC COMMENT

There was no public comment.

4. CONFLICT OF INTEREST DECLARATIONS

There were no conflicts of interest declarations.

5. MINUTES

RESOLVED: (Cr Connelly/Mayor Baker)

Minute No. WWC 26102

“That the minutes of the meeting of the Wellington Water Committee | Komiti Ngā Wai Hangarua held on Friday, 12 December 2025, be confirmed as a true and correct record.”

6. CHAIR'S STATEMENT

The Chair gave a verbal update, attached as pages 7-8 to the minutes.

7. COMPANY AND GOVERNANCE UPDATE

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

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

The Board Chair, WWL, elaborated on the report, noting the former Chair's resignation and confirming the continuity of the established delivery pathway. He advised that Phase Zero of the Technology Systems Investment Programme would improve staff efficiency and effectiveness. He also acknowledged WWL's response to the Moa Point WWTP failure and confirmed that no health and safety incidents have been reported to date.

Mayor Little endorsed these comments and noted the positive working relationship between WWL and WCC.

The Chief Executive, WWL, advised that staff resourcing had been further stretched following the Moa Point WWTP failure. He confirmed that the Seaview WWTP Dryer Project has been brought forward to October 2027 and that the awarded tender was below budget. He also noted that WWL was working closely with Tiaki Wai to ensure appropriate staffing structures were in place from 1 July 2026.

The Board Chair, WWL, further advised that the WWL Board had aligned its remaining meetings with the Tiaki Wai Board to enable joint briefings and decision-making, and would not make decisions without Tiaki Wai's input and agreement.

The Acting Chief Risk and Compliance Officer, WWL, advised that options were being investigated for the Taita Rock situation. She said the contingency would involve a temporary overpumping bypass. She noted that a pipe failure caused by a slip could result in a discharge to Te Awa Kairangi | Hutt River and the filling of the storage tank at Silverstream, which had limited capacity due to stormwater infiltration during heavy rain. She advised that options under consideration included site stabilisation, a temporary overpumping bypass, and rerouting the pipe under State Highway 2.

The Board Chair, WWL, acknowledged the effect the Gulf conflict was having on fuel prices and noted that it would impact project lead times, costs and logistics.

RESOLVED: (Cr Connelly/Mayor Zee)

Minute No. WWC 26103

"That the Committee receives and notes the report."

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

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

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

The Chief Executive, WWL advised that officers were now able to re-enter the Moa Point Plant for short periods, as toxic fume levels had decreased. He added that damage assessments had been completed, with a final report to be presented to Wellington City Council in two weeks. He noted that standard "Do not swim" public notices continue to be issued during periods of heavy rainfall.

Mayor Little acknowledged the progress to date and the ongoing information and advice provided from WWL, noting confidence that a forward plan was in place.

The Board Chair, WWL advised that matters relating to the Crown Review and any potential prosecution by Greater Wellington Regional Council were being discussed by the WWL Board in conjunction with Tiaki Wai, noting that the Crown Review report was due for release at the end of June 2026.

The Chief Executive, PCC agreed to follow up on legal advice regarding the provisions of the Shareholders and Partnership Agreement.

RESOLVED: (Cr Connelly/Mayor Little)

Minute No. WWC 26104

"That the Committee receives and notes the report."

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

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

Pat Dougherty, Chief Executive, Bill Bayfield, Board Chair, and Wayne Maxwell, Chief Corporate Services Officer from Wellington Water Limited (WWL) were in attendance for the item.

The Chief Corporate Services Officer, WWL, elaborated on the report. He advised that capital and operational expenditure were behind budget and unlikely to be recovered due to competing priorities.

In response to questions from members, the Chief Executive, WWL, advised that this reflected a range of factors, including the timing of funding confirmation by councils through Annual Plans. He noted that internal process improvements had improved performance compared to previous years and that Tiaki Wai would have a greater ability to plan ahead.

RESOLVED: (Cr Connelly/Mayor Baker)

Minute No. WWC 26105

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

10. **INFORMATION ITEM**

Wellington Water Committee Forward Programme 2026

Memorandum dated 3 March 2026 by the Senior Democracy Advisor, Hutt City Council

Members noted that only one committee meeting remained before the organisation ceased to exist, and that an additional meeting may be required after May 2026.

11. **QUESTIONS**

There were no questions.

12. EXCLUSION OF THE PUBLIC**RESOLVED:** (Cr Connelly/H Modlik)**Minute No. WWC 26106***"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's Remuneration 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)
<i>General subject of the matter to be considered.</i>	<i>Reason for passing this resolution in relation to each matter.</i>	<i>Ground under section 48(1) for the passing of this resolution.</i>
<i>Appointment of Wellington Water Board Chair and Director's Remuneration Request.</i>	<i>The withholding of the information is necessary to protect the privacy of natural persons. (s7(2)(a)).</i>	<i>That the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding exist.</i>

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."

There being no further public business, the Chair declared the public part of the meeting closed at 10.52am. The public excluded part of the meeting closed at 11.00am.

Cr R Connelly
CHAIR

**CONFIRMED as a true and correct record
Dated this 29th day of May 2026**

**Ros Connelly, Wellington Water Committee – Chair’s Address
March 2026 meeting**

It is a truth universally acknowledged that most people do not know where their water comes from or where their water and other things go when they flush the toilet.

Luckily, the people in this room are not normal people. By virtue of our involvement with Wellington Water we are all water savants who can tell you exactly where the water comes from and goes to. We know that if we use the bathrooms just outside of this council chamber the water comes from the Hutt Valley/ Te Awa Kairangi – from sources at either Kaitoke, Wainuiomata or the Hutt aquifer.

The water in Wellington City Council building comes from these same locations. But the waste water has a different journey. Through a network of pipes (possibly including a pipe under the outfield of the Basin Reserve that dates back to 1840) the Wellington wastewater travels eventually reaches the Moa Plant Treatment plant. Prior to 4 February the waste water was then subject to a 10 step process that included screening, biological treatment, UV disinfection, odour scrubbing and testing before being pumped through the long outfall pipe 1.8 kilometres into the Cook Strait.

Of course, as we all know, on 4 February that process was disrupted. I think I speak for everyone here when I say that the Moa Point Wastewater Treatment Plant incident was deeply distressing. We are devastated. For the residents. For the community. For the businesses. For the seabirds and sea mammals. For the marine life and ecology. But mostly we are devastated that the mauri of the water has been diminished.

Many more people in Wellington now know where their wastewater ends up. Ordinarily this would be a success in terms of resource education. But under these circumstances it is not ideal.

Amongst this catastrophe, a positive development for me was the fact that Wellington Water moved quickly to reestablish and then improve flow through the long outfall pipe, which was the key mitigation against further use of the shortfall pipe. This has held up well under rainy weather conditions. I was and remain extremely grateful that there are profoundly smart engineers and technicians who have been able to get the long outfall pipe working. And their work has been under very trying conditions.

There are other Wellington Water staff I want to acknowledge too. Those that worked long hours ensuring the public are aware of the health risks, including being out on the ground undertaking beach patrols. Those who have been cleaning out the facility, assessing the status of assets, putting together plans for what happens next. Those who have public facing roles and those who are working behind the scenes. I appreciate what you have all done to mitigate this disaster.

I also want to acknowledge Mayor Little and his office and the interagency working group who have worked hard to support the Moa Point response. This team has been focused on rebuilding the confidence of the people of Wellington.

We have an item on the agenda on Moa Point so I won't dwell on this any longer, except to say that there remains a risk in heavy rain that the shortfall pipe will be used again, and the usual advice from LAWA stands – do not enter water during rain or after rainfall for 48 hours.

Milestone achieved in odour management

In other wastewater news I would like to acknowledge the delivery of a key environmental and odour management project at the Porirua Wastewater Treatment Plant.

In January, Wellington Water completed installation of biofilters using microorganisms to filter and remove the compounds that cause unpleasant odours.

The two new bio-trickling filters are central to plans to reduce odour emissions, making the plant safer for staff and reducing the impact on nearby residents.

Good progress on transition

Finally this is our penultimate meeting before Wellington Water folds into Tiaki Wai on 1 July. Wellington Water is working closely with the Tiaki Wai establishment team to support a smooth transition.

Work underway includes updating and developing technology systems, building organisational capability, workforce transition planning, baselining and getting ready for day one reporting requirements, and readying the way to develop an enterprise performance framework that will support development of a Water Service Strategy.

Tiaki Wai's new CE Mike Brewster started on 2 March, and it was good to meet him at his mihi whakatau on his first day. Mike is also here today for his first Water Committee meeting - welcome . Given that Mike has already impressed with his te reo I have a new saying for him.

Ko koe ki tēnā, ko ahau ki tēnei kīwai o te kete - is a whakatauki which literally translates as you take that handle of the basket and I'll take this handle. A nice reminder that we will only meet the challenges we face by working together.

Thank you.



Komiti Ngā Wai Hangarua Wellington Water Committee

08 May 2026

Report no: WWC2026/3/37

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. 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) Received an update on the Culture and Value for Money Improvement Plan (provided to the Committee as Appendix 1);
 - b) Received advice on the process for amalgamation with Tiaki Wai.

Summary of Performance

4. Recovery of the Moa Point Wastewater Treatment Plant remains a key priority. We are doing all we can to get the plant operational again and reduce the impact on communities and the environment.
5. We will not meet MoH guidelines for fluoride dosing this year. This is due to a lack of redundancy and the need to take plants offline for essential maintenance. Stage 2 projects in development will enable more stable and consistent operation.

6. Regarding fluoride, we have realised that our reporting to the community on outages has not been consistent with our public commitments. We said that we would notify (via Facebook and our website) every time a fluoride facility is turned off. In practice, this has only been when an outage was for 8 hours or more. The 8 hours threshold was implemented operationally as this represents 5% of a week in line with Ministry of Health guidelines of 0.7-1.0 parts per million 95% of the time. We intend to lower this threshold to 4 hours and note this threshold in future reporting. We will communicate both the inconsistency in notifications and our new threshold to the public via our channels.
7. We continue to make progress with the Culture and Value for Money Improvement Plan (CVMIP). The progress update for Q3 is included as Appendix 1.

Moa Point update

8. We are now focusing on recovery, with parallel workstreams for responding to the Crown Review Team; compliance; and insurance issues.
 - a) Recovery – Work on site is well underway, with the main contractors replacing the Electrical Instrumentation and Controls equipment and the UV equipment underway, along with other smaller project packages. The site continues to operate the screens and ventilation on generator power, and a temporary mains connection is being worked on. The recovery roadmap (released to the public on 20 May) is included as Appendix 2.
 - b) The Crown Review (CR) commenced on 16 March. To date, we have provided a face-to-face briefing and attended an interview with CR members. We have also provided a range of material both proactively and responsively. The CR's draft report is due to the Minister on 30 June and a final report is due to him on 31 August.
 - c) Compliance – we continue to engage and respond accordingly with Greater Wellington Regional Council (GWRC) with regards to the Moa Point incident and recovery plan.
 - d) Insurance – insurers are engaged.
9. We will provide a verbal update to the Committee.

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 on track for 1 July 2026, and staff are working hard to support this crucial work. Current resourcing for Q3 in 2025/26 from across Wellington Water has been estimated at 28 FTE, comprising core transition activity of 5.5 FTE; specialist subject-matter expertise drawn from across the organisation estimated at 20 FTE, and a further 2.5 FTE supporting South Wairarapa District Council (SWDC) exit activities. We expect this will increase by a further 25% as we get closer to Day One, potentially up to 35 FTE. This increased resource is needed to help support the establishment programme stay on track with essential deliverables (given critical delivery risk in several areas), and to also support readiness and/or undertake activities needed for continuity of services, as we get confirmation about what activities the Establishment Team will and will not be delivering by Day One.
11. Council funding of Wellington Water for 2025/26 did not include any specific funding to enable Wellington Water to resource the activities necessary for it to support the establishment of the separate water organisation. The Establishment Team has made provision for \$0.94m of funding for direct establishment costs incurred by Wellington Water, but largely these costs of staff (estimated at \$3.1m for the year) and external resources (estimated at \$1.5m) have been met through the corporate budget and have contributed to the pressures on our budget.
12. 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.
13. We are working with South Wairarapa District Council to enable a smooth transition to their new maintenance and operations provider CityCare.
14. The steps for the buy-back of SWDC shares in Wellington Water and the amalgamation of Wellington Water with Tiaki Wai to ensure smooth handover of governance responsibilities are covered in a separate agenda item.

Sustainable water supply and reducing consumption

15. Each quarter 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 779 at the end of March. This is well above the sustainable backlog of 325, partly due to budget constraints in some areas.
16. The residential meters and Pakuratahi Lakes projects will be progressed by Tiaki Wai.

Regulatory performance

17. We continue to regularly engage with the Water Services Authority - Taumata Arowai to build and maintain a positive relationship and understand regulatory expectations.
18. GWRC issued four infringement notices for the discharge of sediment during Q3, two of which were challenged and subsequently withdrawn.
19. Waterloo, Wainuiomata and Gear Island Water Treatment Plants were non-compliant for fluoride in February, dropping below the 95% Ministry of Health threshold, and Gear Island Water Treatment Plant was also non-compliant in March.
20. Dashboards for water and wastewater treatment plant compliance during March are provided as Appendix 3.
21. We have met all foundational information disclosure requirements set by the Commerce Commission. The following reports were submitted on 31 March 2026 and published on our website:
 - a) Progress against Culture and Value for Money Improvement Plan
 - b) Disclosure of fault information
 - c) Operations Report
 - d) Operations and maintenance dashboard

Operational Achievements and Issues

People

22. Our unplanned turnover is currently steady at 11.1%.
23. We did not conduct a staff engagement survey in Q3, but did survey staff on their thoughts on internal communications, which will help to inform how we communicate in the future.
24. Providing confidence and certainty to both employees and prospective employees remains a critical focus for maintaining workforce stability during this period of transition and ongoing change. The Tiaki Wai Chief Executive sent letters to staff in April 2026 confirming the shift of their employment to Tiaki Wai in July 2026. This provided comfort and was a key stabilising milestone towards establishment.
25. Workload pressure and the cumulative impact of change remain key risks to performance and retention. We continue to focus on careful prioritisation, sequencing of change initiatives, and supporting leaders to manage team wellbeing, to sustain engagement and organisational performance.

Health & Safety

26. There were no lost time events or significant injuries in Q3.
27. There were two noteworthy events, neither of which resulted in any injury:
 - a) A pallet load of fluoride powder became temporarily unbalanced while being hoisted
 - b) An excavator tipped backwards into an open excavation. Improved controls were put in place.
28. At the quarterly Supply Chain Forum, we launched our Health, Safety and Wellbeing Expectations for Contractors, including changes to health and safety reporting to ensure greater consistency across all operations.
29. At that forum, we also discussed the Wellington Water Protected Disclosure (Whistle Blowers) Policy and made it clear that it applies to our contractors, and we support its use.

Capex Delivery

30. The Statement of Intent (SOI) capex budget was set at \$342m, with an acceptable range (75-90%) being \$257 - \$308m. Anticipated spend is currently in the range of \$200 - \$220m.
31. Factors contributing to the lower expected outturn include delays in confirming budgets at the beginning of the year, and the fact that some projects were not fully scoped at the commencement of the year, meaning time was lost while the scope was properly defined.
32. Further, the establishment of competitive procurement practices and bringing project management in-house during the year has improved value for money and set a robust platform for the future, but has slowed progress during the year as new processes were introduced. It is noted that cost savings arising from these changes are estimated to be \$30-40m.

Council	Capital spend for 2025/26 to 31/03/26 (\$m)
Greater Wellington Regional Council	15.9
Hutt City	36.4
Porirua City	26.9
South Wairarapa District*	0.3
Upper Hutt City	11.6
Wellington City	40.5
Total	131.5

* SWDC Capex includes Reactive Capex only

33. Here is the data for the 2025/26 year to end of March on metres of pipe constructed on a quarterly basis, split by council. There is a discrepancy with our March report on year-to-date progress due to on-going data quality issues. We have a greater level of confidence in the figures presented here.

Councils	Water	Wastewater	Stormwater	Q1 Total	Q2 Total	Q3 Total	YTD Total	Year End Forecasts
HCC	216	-	-	216	-	-	216	2,681
WCC	-	619	-	291	175	153	619	1,615
UHCC	-	430	-	212	-	218	430	1,082
PCC	100	983	-	425	503	155	1,083	3,867
GWRC	-	-	-	-	-	-	-	-
Total	316	2,032	-	1,144	678	526	2,348	9,245
Figures are in metres								

Opex Delivery

34. The councils' operational expenditure (opex) programme for the first three quarters of 2025/26 was \$107.9 million against a budget of \$127.0 million. The full year forecast shows a \$13.6 million underspend with all councils except Porirua under budget.
35. Operational reports for March 2025 are provided as Appendix 4.
36. The Maintenance Alliance Performance Reports for Q2 and Q3 2025/26 are provided as Appendices 5 and 6.

Wellington Water Corporate Budget

37. Wellington Water has corporate overhead costs that are needed to keep the organisation running and provide back-end support for the delivery of essential services and capital works. Wellington Water's corporate costs cover support functions such as finance and accounting, health and safety, recruitment, and also include fixed costs like rent, electricity, and fleet. Our corporate costs are recovered from councils through a combination of a Management Advisory Services fee, opex recharges and a percentage overhead recovery on capex. The lower than planned capex outturn noted above drives a correspondingly lower overhead recovery. To address this shortfall and ensure that Wellington Water's retained earnings are preserved, the Board has agreed to increase the Management Advisory Services charge by a total of \$5.5m across all councils (as allowed for in the Management Services Agreement between councils and Wellington Water). This results in an anticipated deficit of \$2.2m at year's end, which will be covered by retained earnings from recent years. Wellington Water has engaged with all councils regarding these changes.

Treatment Plants performance

38. 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

39. Wellington Water is starting to consider how growth functions will change following 1 July 2026. 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) Finalising inputs into Wellington City's spatial plan review
 - d) Commencing business and housing land feasibility inputs for the Regional Housing and Business Development Capacity Assessments for the Wellington Regional Leadership Committee.

Environmental Water Quality update

40. Wellington Water is establishing a Strategic Environmental Water Quality portfolio. This is at a relatively early stage. Work currently underway related to this portfolio includes:
- a) Progressing the development of consent applications for wastewater network discharges. This consent will require improvements across the network to ensure compliance;
 - b) Better understanding our contribution to e-coli in water bodies, through a tracing study that is currently being scoped;
 - c) Undertaking a growth study to determine improvements required for the wastewater network in Porirua.
41. Improvements required to our network to improve water quality are currently not well understood. The intent behind the portfolio is to better determine what work needs to be undertaken.

Net Zero Carbon update

42. Development of the organisation's carbon report and operational emissions inventory for the 25/26 financial year has commenced. The report will align with a recognised ISO standard and be audited by Toitū Enviromark. Councils request this information to carry out their own emissions reporting.
43. Work is underway to better integrate existing carbon reduction processes with capital works, including project specification, reporting, planning and procurement.

44. Sending wastewater sludges and biosolids to landfill accounts for one quarter (11,210 tCO₂-e) of our organisation's operational emissions. These materials are rich in macro micronutrients to support plant growth. Land use mapping is being undertaken to identify sites in the Wellington region that could benefit from the application of biosolids. Greater Wellington Regional Council has been approached to explore case study sites within the Belmont Regional Park.
45. Data on Porirua wastewater sludges has been provided to Manawātū District Council to assess their suitability for contribution to a proposed regional organic waste processing facility. The project, being progressed with Powerco, aims to generate gas for reinjection into the grid from organics from Hawkes Bay, Taranaki, to Wellington. Manawātū District Council is seeking funding from Ministry for Environment Waste Minimisation fund and support from local authorities and industry that produce organic waste. A site visit is scheduled for June to further assess feasibility.

Technology Systems

46. The Pūnaha Tautoko Pūkenga (formerly Technology Systems Investment) Programme is in detailed planning and contract negotiations with the preferred suppliers, and is preparing the programme business case for Tiaki Wai Board approval in July 2026.
47. Programme budget for FY25/26 was \$13.8 million, of which the current full year forecast to 30 June 2026 is showing a spend of \$8.6 million. This leaves a variance of \$5.2 million underspend, which is a result of the extended procurement process due to the volume of responses to RFP (four times greater than planned), the expansion of scope from six to nine systems, and subsequent delay in delivery activities commencing as a result of the above.

Climate Change Impact and Considerations

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

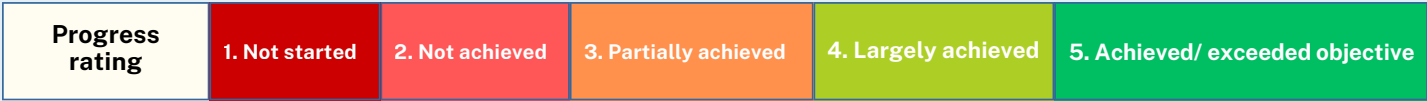
Appendices

No.	Title	Page
1	Appendix 1: Culture and Value for Money Improvement Plan performance report - Q3 2026	24
2	Appendix 2: Moa Point Recovery Roadmap	34
3	Appendix 3: Water Treatment Plant and Wastewater Treatment Plant dashboard reports for March 2025	36
4	Appendix 4: Regional and Council Operations Reports for Q3 2025/26	53
5	Appendix 5: Maintenance Alliance Performance Report - Q2 2026	60
6	Appendix 6: Maintenance Alliance Performance Report - Q3 2026	61

Author: Natalie Crane, Wellington Water Limited

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.

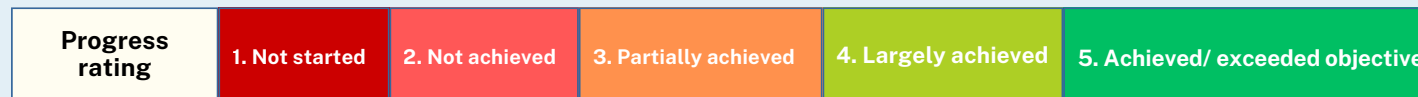


Objective	Objective performance	Forecast progress rating to 30 June 26 <i>Overall objective</i>	Q3 action	Quarterly action performance	Progress rating Q3 action
Outcome 1.1: We will enhance organisational capability in the lead-up to the new entity					
1.1a: Update and develop technology systems and increase capability - Pūnaha Tautoko Pūkenga (previously known as Technology Systems Investment Programme)	Implementation Business Case completed and presented for Board approval. Information management workstream ready for first go live of capability in June 2026. This is a long-term maturity uplift project that will endure into Tiaki Wai.	3. Partially achieved	Vendor selection	Negotiation and approval of Phase Zero Statements of Work with vendors has been completed, with Phase Zero activities now underway. The key output of Phase Zero is the implementation business case, which is on track to be submitted for Board approval in late May/early June. The information management workstream is tracking to plan, with design activities well underway.	4. Largely achieved
1.1b: Prepare an Interim Capability Roadmap (numbers, process, systems) to de-risk our financial reporting	A draft capability roadmap framework has been completed during Q2 2025/26 and further developed in Q3 2025/26. However, this has not been finalised and a current state assessment has not been completed. There is no capacity to continue this work currently as focus is on ensuring day 1 of Tiaki Wai.	2. Not achieved	Complete interim capability assessment and roadmap during Q3 2025/26 with implementation aligning with Tiaki Wai Day 1 & Day 2 timeframes. Provision to Establishment Team for inclusion in plans.	A draft capability roadmap framework has been completed during Q2 2025/26 and further developed in Q3 2025/26. However, this has not been finalised and a current state assessment has not been completed.	2. Not achieved

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.

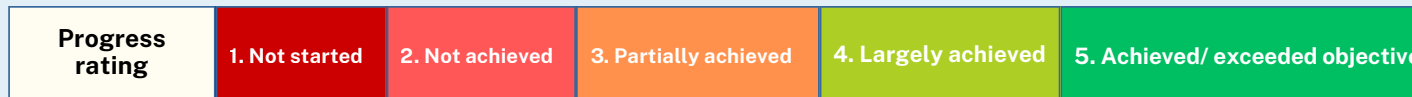


Objective	Objective performance	Forecast progress rating to 30 June 2026 <i>Overall objective</i>	Q3 action	Quarterly action performance	Progress rating Q3 action
Outcome 1.1: We will enhance organisational capability in the lead-up to the new entity					
1.1c: As required, support the development of the Water Services Delivery Plan and Water Services Strategy in preparation for the new entity	<p>Wellington Water continues to support the development of the Water Services Strategy (WSS) which will assist in ensuring Tiaki Wai is able to deliver on the strategy from 1 July 2026.</p> <p>The Establishment Team released the draft WSS for public consultation in late March 2026.</p>	5. Achieved/ exceeded objective	As required to support transition timelines	<p>Wellington Water provided input into all key areas of the Water Services Strategy - investment plan, levels of service, and finance - as the Establishment Team worked towards completing a draft for Tiaki Wai Board endorsement in mid-March 2026 before its release for council feedback and community consultation.</p> <p>The Tiaki Wai Establishment team is responsible for preparing the first Water Services Strategy with input/support from Wellington Water. The draft was published for public submissions on 24 March 2026, in line with their schedule.</p>	5. Achieved/ exceeded objective
1.1d: Create and implement a change framework for coordinated and systematic delivery of changes	<p>A draft integrated change strategy has been developed, along with a transformation roadmap across 3 horizons of change.</p> <p>An integrated change forum has been established and meets regularly, providing strategic oversight of Pūnaha Tautoko Pūkenga and Transition and to facilitate ongoing change sequencing and alignment of resourcing demands and interdependencies. Further work is still to be done in the next quarter, including building out a change register to support prioritisation and systematic delivery of change post Day 1 of Tiaki Wai.</p> <p>This is a long-term maturity uplift project that will endure into Tiaki Wai.</p>	3. Partially achieved	Resource plan for Change Programme approach. Delivery of improvement areas.	<p>Resourcing priorities for Transition have focused on the first change horizon. This included supporting delivery of critical path activities to establish the new Tiaki Wai entity, meet legislative/regulatory requirements for day one of Tiaki Wai (including undertaking new functions), as well as ensure foundations are in place for continuity of operational service delivery.</p> <p>Pūnaha Tautoko Pūkenga has developed the change strategy for the programme and is implementing the first change plan for the Information Management workstream. A plan for remaining workstreams and alignment with the second change horizon will be developed as the programme progresses, in partnership with the Transition team.</p>	3. Partially achieved

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>	Q3 action	Quarterly action performance	Progress rating Q3 action
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Outcome 1.1: We will enhance organisational capability in the lead-up to the new entity

<p>1.1e: Engage with Watercare specifically to identify and convert practical future synergies</p>	<p>Wellington Water will continue to engage with Watercare and build relationships to support progress on common interests, strategy, or practice.</p>	<p>5. Achieved/ exceeded objective</p>	<p>Explore opportunities</p>	<p>Watercare shared their Third Party Damage Recovery process. Wellington Water is reviewing their own process and looking for elements they can build into the process to maximise recovery of costs.</p> <p>Watercare has also shared their approach to leased regional park land (water supply catchment) to assist discussions between Tiaki Wai and Greater Wellington for Transfer Agreements.</p>	<p>5. Achieved/ exceeded objective</p>
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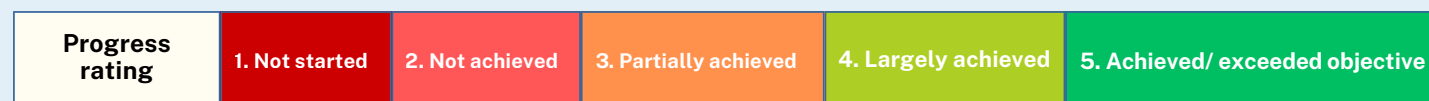
Outcome 2.1: Strengthen mechanisms for demonstrating value for money

<p>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</p>	<p>All forward work will be competitively tendered in accordance with the procurement policy.</p> <p>Developing a catalogue of baseline rates based on current tender returns and prevailing market rates to establish clear benchmarks for what jobs should cost in the open market.</p>	<p>5. Achieved/ exceeded objective</p>	<p>Competitive tension in all work - professional services and construction contracts. Adjust procurement approached as benchmarks established.</p>	<p>Tendering is complete. Only project management and supervision, and planning remaining for 2026/27.</p> <p>The accelerated procurement model for network renewals has, to date, been highly successful. It has introduced at least 12 new suppliers into the Wellington Water supply chain, with all work pricing falling within the assessed market rates, helping demonstrate value for money.</p>	<p>5. Achieved/ exceeded objective</p>
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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>	Q3 action	Quarterly action performance	Progress rating Q3 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	<p>Tendering has continued in accordance with the procurement policy, with open tendering continuing to support competitive tension and value for money outcomes. Contracts continue to be managed and supervised in line with the Construction Contracts Act and NZS391 requirements, with payments only made where works are completed in accordance with specifications and contract conditions.</p> <p>Ongoing enablement is expected to commence in Q4 2025/26, strengthening the organisation's ability to monitor performance and demonstrate value for money across the programme.</p>	4. Largely achieved	Contractors and consultant performance assessed through contract delivery performance	Contractor and consultant performance is being assessed through contract delivery performance at project completion, using the established framework, with coverage expanding in line with project close out timing.	4. Largely achieved
2.2b: Implement a value-focussed performance framework for the Operations and Maintenance Alliance that also includes pain/gain sharing	Complete the design of the revised performance Alliance framework and implement.	5. Achieved/ exceeded objective	Performance of the Alliance is published and briefed to the Wellington Water Board	<p>The Q2 2025/26 report was presented to the Wellington Water Board on 17 April 2026.</p> <p>The Programme Alliance Board (PAB) is further refining performance measures for the Alliance in an effort to continue to drive performance. Revised Key Result Areas (KRAs) have been drafted and are under review.</p>	5. Achieved/ exceeded objective

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.

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>	Q3 action	Progress made this quarter	Progress rating Q3 Action
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Outcome 2.3: Strengthen commercial and procurement competency and capability across the organisation that drives a focus on delivery of value for money

<p>2.3a: Strengthen the Commercial and Procurement competency and functions for Wellington Water</p>	<p>General procurement training has been completed and available for future reference in a recording. Business unit targeted training has been planned and due to commence in April 2026.</p> <p>Work underway to commission a rerun of the comparative analysis completed in the AECOM Analysis of panel cost and valuation unit rates in Q4 2025/26.</p>	4. Largely achieved	Respond to assessment priorities	<p>Further progress has been made in strengthening procurement practices across the organisation. The Internal Audit report has been completed, a centralised SharePoint procurement site is now live, and development of a procurement risk register is underway. General procurement training has been delivered, with team-specific training scheduled for April 2026.</p> <p>Open-market tendering has strengthened across the organisation. Monthly ELT reporting is now embedded, providing greater visibility of tenders, exemptions, contract awards, and improving governance confidence.</p> <p>Procurement capability has also been enhanced through the introduction of dedicated Team Leaders, focused on different aspects of procurement. The specialisation increases the commercial and procurement competency within the team enabling them to better support the business.</p>	4. Largely achieved
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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>Continue to work on the 2026/27 capital programme and how the IDEO construct endures into Tiaki Wai.</p>	3. Partially achieved	<p>Continue implementing asset management framework, secure resource and Investment Delivery Executive Oversight (IDEO) Group.</p>	<p>IDEO was established in December 2025. Following establishment, immediate actions focused on programme and investment planning. The FY 2025/26 capital programme has been reviewed and completed, with anticipated capital spend confirmed. Work to confirm the FY 2026/27 programme is underway and will be transferred to Tiaki Wai. Further work to strengthen asset management and investment planning will be progressed through Tiaki Wai.</p>	3. Partially achieved
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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>	Q3 action	Quarterly action performance	Progress rating Q3 action
Outcome 3.1: Orthodox organisational model with clear purpose and lines of accountability					
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	Implementing changes to critical assurance control processes will be an ongoing activity for Wellington Water and will further progress with Tiaki Wai. This coincides with the Technology Systems Investment programme and the significant change and maturity uplift that will be ongoing.	3. Partially achieved	Critical process improvements	Critical process improvements identified - financial, asset management, and technology systems. Action not taken: Formal process improvements. Why: Resourcing and restructuring within critical functional areas and other change and transformation activities in the business. Work commenced to support the implementation of the information management technology system with ongoing work to improve maturity overtime.	3. Partially achieved
3.1c: Develop and implement group purpose statements	Objective completed in Q1 2025/26.	5. Achieved/ exceeded objective	No further action required	Objective completed in Q1 2025/26. No further action required.	5. Achieved/ exceeded objective
3.1d: Implement good practice approaches for recognising and rewarding values-based staff actions	Objective completed in Q2 2025/26.	5. Achieved/ exceeded objective	No further action required.	Objective completed in Q2 2025/26. No further action required.	5. Achieved/ exceeded objective
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	Covered within business as usual communications from leaders and Chief Executive.	5. Achieved/ exceeded objective	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.	Covered periodically in Chief Executive and Executive Leadership Team communications to staff, in addition to periodic promotion of our Protected Disclosures Policy. An internal training course and accompanying video are also in production for the Protected Disclosures Policy.	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>	Q3 action	Quarterly action performance	Progress rating Q3 action
Outcome 3.2: Strengthened culture of raising issues and overall awareness of controls					
3.2b: The Code of Conduct is reviewed to include positive, value-reinforcing behaviours across the organisation	Objective completed in Q2 2025/26.	5. Achieved/ exceeded objective	Objective completed in Q2 2025/26. No further work required.	Objective completed in Q2 2025/26. No further action required. This will be superseded by the Tiaki Wai Code of Conduct.	5. Achieved/ exceeded objective
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	The Protected Disclosures ("Speak Up") Policy has been reviewed, updated, and fully implemented for staff, ensuring clarity and accessibility. Work on the Items of Significance Policy was paused because it will be superseded by Tiaki Wai's statutory Significance and Engagement Policy. This is about to be consulted on by Tiaki Wai.	4. Largely achieved	Deliver training and awareness of Protected Disclosures ("Speak Up") policy.	The Protected Disclosures ("Speak Up") policy has been reviewed, updated and fully implemented for staff, ensuring clarity and accessibility.	5. Achieved/ exceeded objective
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, the 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 the 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 and publishing information on the 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 13 March 2026, and the Wellington Water Board on 20 February 2026. 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.

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>	Q3 action	Quarterly action performance	Progress rating Q3 action
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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 Q3 2025/26 within the required deadlines.	5. Achieved/ exceeded objective
3.3d: Simplify the internal management framework by reviewing existing Management Committee Framework and implement changes	An ELT paper containing the existing management committee framework was submitted and reviewed. A number of committees and meetings were approved to cease. Risk and Compliance is responsible for ongoing oversight of the management committees, with new committees requiring ELT approval.	4. Largely achieved	Updated list of current management committees and terms of reference.	Final summary of ceased management committees to be circulated.	4. Largely achieved

Outcome 4.1: Maintain a relentless focus on effective fluoridation in both the short and long-term

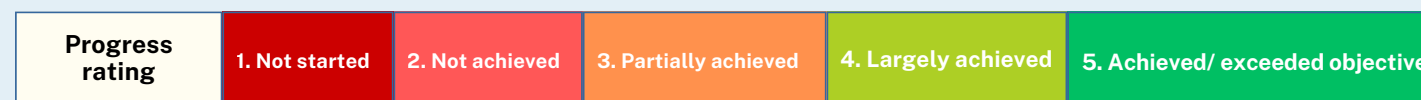
4.1a: The 2022 Phase 1 response focused on restoring full fluoridation to the Wellington region's drinking water supply with containerised solutions with a lifespan of 7 years. This has given time for Phase 2 to be well planned and invested in through the LTP. The objective is to establish permanent 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.	Finalisation of contract for optioneering. We estimate that consultant work will start in early May 2026, with optioneering to be completed in early Q2 2026/27.	3. Partially achieved	Progress preferred solution	Phase 2 of the Fluoridation project has progressed well. Wellington Water completed an internal Multi-Criteria Analysis workshop for chemical selection at each plant and confirmed the high-level options to be further developed by consultants. Consultants have proposed a team to complete the work and we are working to finalise contract for optioneering.	3. Partially achieved
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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.



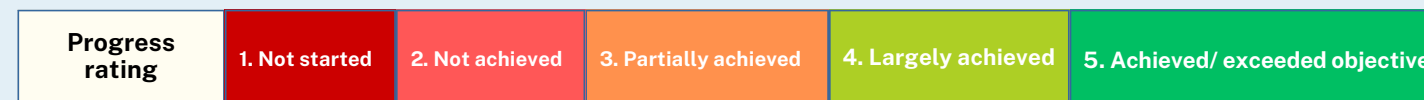
Objective	Objective performance	Forecast progress rating to 30 June 2026 <i>Overall objective</i>	Q3 action	Quarterly action performance	Progress rating Q3 action
Outcome 4.2: Strengthen the control and oversight of our suppliers					
<p>Objective: Improve wastewater Treatment plant compliance</p>	<p>Moa Point is non-operational due to the flooding event on 4 February 2026. Wellington Water is working on a recovery plan to return Moa Point to operation and compliance.</p> <p>By the end of April 2026, Greater Wellington Regional Council (GWRC) will make an enforcement decision regarding the unauthorised sludge carryovers at the Porirua Wastewater Treatment Plant that occurred in April/May 2025. Wellington Water may be held liable for the non-compliance and GWRC may seek to prosecute.</p> <p>Compliance with Consent conditions remains challenging for 3 of 4 plants (Seaview, Moa Point and Western Wastewater Treatment Plant).</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. This is a long-term investment plan that will endure into Tiaki Wai.</p>	2. Not achieved	<p>Provide assurance to the Board that the compliance projects are on track and regulatory enforcement is avoided.</p>	<p>Assurance to the Board is provided through the monthly compliance performance dashboard, which outlines the compliance-related projects.</p> <p>The focus for Q3 2025/26 has been on supporting Moa Point Incident investigations and reviews, and supporting the recovery of the plant.</p> <p>Seaview Odour Control Unit (OCU) operational (Stage 2 odour Project), Ultraviolet (UV) replacement Project is in progress, but delayed as temporary channel issues are being resolved. Abatement Notice A1111 (to do) has been complied with.</p> <p>Western UV Renewal has been installed and is in the commissioning phase. Planning for Q4 2025/26 Seaview Dryer maintenance shutdown undertaken. Plans for compliance Audits are to be explored using external resources.</p> <p>The improved breach process is now being applied; further modifications are being explored. This is to ensure Veolia remains focused on achieving compliance wherever possible within their operations and maintenance responsibilities.</p> <p>Some of the Q2 2025/26 compliance breaches explanations have been received from Veolia and are being evaluated, further contract breach penalties may be applied.</p> <p>The contract management team is currently seeking explanations for several compliance breaches that occurred over Q3 2025/26. Depending on the circumstances and whether these breaches are determined to have been avoidable, further contract breach penalties may be applied.</p>	2. Not achieved

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>	Q3 action	Quarterly performance action	Progress rating Q3 action
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	All actions were completed in Q1 2025/26 with the exception of fully removing external party access to Wellington Water systems (other than the finance system). As this requires the implementation of a new system solutions, the timing of delivering this will be informed by the systems implementation work.	4. Largely achieved	Report back on improvements	All improvements that can be made against this objective have been completed in Q2 2025/26. No further improvements to be made for this objective outside of requiring a new system as per objective commentary.	5. Achieved/exceeded objective
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	New Project Management team is fully embedded into Wellington Water. External Project Managers are completely separate from the external designer.	5. Achieved/exceeded objective	Build internal competency and standard of practice with clear responsibility for oversight of external project manager performance	New internal project management team is fully embedded into Wellington Water. External Project Managers are completely separate from the external designer.	5. Achieved/exceeded objective
4.3c: Implement a comprehensive set of company wide delegations	Company-wide delegations implemented and in effect since Q2 2025/26.	5. Achieved/exceeded objective	No action required	Company-wide delegations implemented and in effect since Q2 2025/26.	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.	Objective completed in Q4 2024/25.	5. Achieved/exceeded objective	No action required	Objective completed in Q4 2024/25. No further action required.	5. Achieved/exceeded objective



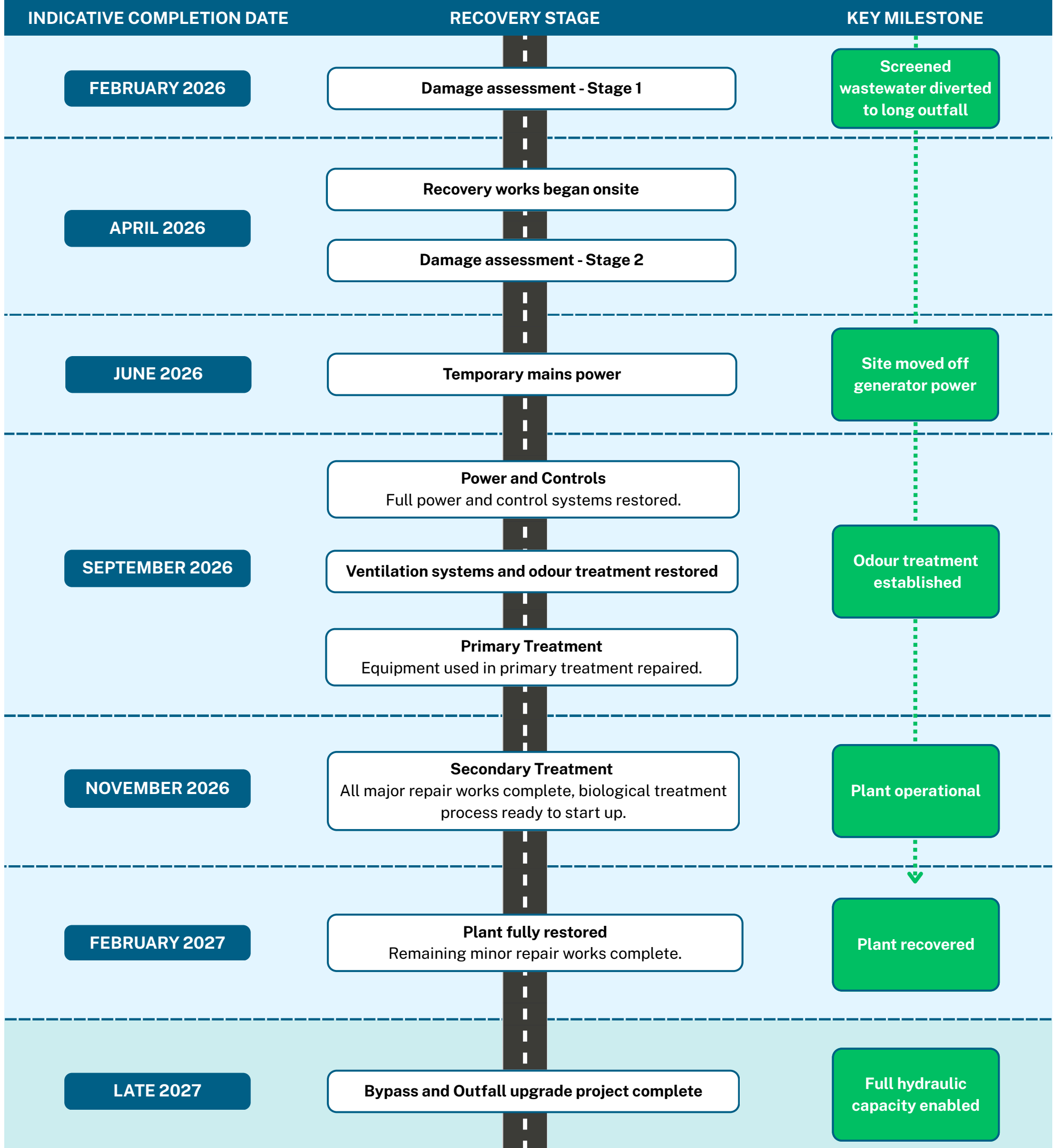
Wellington Water

Moa Point Road map to recovery

This document outlines the broad timelines of the steps we'll take on the road to recovery. These dates are all indicative, and we will regularly report on our progress.

Within each of these steps, there are multiple projects and workstreams, many of which depend on one another or may be influenced by external factors like manufacturing or shipping timeframes. The recovery programme has been developed carefully to manage these risks and sequencing issues effectively.

We are working hard to get the plant working as quickly as possible. Work may be completed ahead of schedule, and we will adjust these timeframes as necessary.



Key risks to the programme

- Shipping timeframes
- Manufacturing timeframes
- The plant's size and layout requires careful management and sequencing of multiple project teams

This road map is based on a comprehensive and detailed recovery programme, which is commercially sensitive.

Please note that all dates are indicative only, and subject to change.

All information correct as of May 2026. For the latest version of this document, visit wellingtonwater.co.nz

Further reference

INITIAL RECOVERY RESPONSE

Within 48 hours, wastewater was diverted to the long outfall with screening in place using temporary power and controls. This stopped the flow of untreated, unscreened wastewater to the short outfall. Capacity remains limited.

DAMAGE ASSESSMENT

The first stage of the damage assessment was completed in late February. It identified the extent of damage to mechanical and electrical equipment across the flood impacted areas of the plant. The findings have informed the site wide recovery plan. In March, the approach to restoring the electrical and control systems was approved - this is critical to the recovery programme. A consolidated damage report was completed, and, civil and building damage assessments are underway.

TEMPORARY MAINS POWER

This will move the site off generator power. This is more reliable and sustainable, making it possible for major projects and construction to progress efficiently.

POWER AND CONTROLS

The power and control systems are like the brain, heart and nervous system of the plant - critical for all operations. The Electrical, Instrumentation and Controls (EIC) project to renew the control systems was underway when the flooding occurred. This means that this work doesn't have to start from scratch - a large portion of the required equipment had already been procured, and manufacture has since been accelerated. Around 14.5km of cabling has been damaged, and manufacture and delivery is likely to take 12 weeks from placing orders.

ODOUR TREATMENT

The Moa Point plant is fully enclosed and ventilation and odour treatment is critical for both worker health and safety, and reducing the impact of wastewater treatment on the surrounding community. Having odour treatment working is a pre-requisite for treatment coming on line.

PRIMARY TREATMENT

Wastewater goes through multiple stages of treatment. Primary treatment is the first stage, including the initial separation of solids from liquids. Work is needed on sludge pumps and Carey's Gully Sludge Dewatering Plant will need to be recommissioned to receive sludge. Some planned renewals on primary treatment equipment were underway before the flooding, and have started back up again.

SECONDARY TREATMENT

Secondary treatment involves biological processes, where aeration helps beneficial bacteria to break down organic solids. This stage of the recovery programme will restart the biological process, and get the bacteria growing. The quality of the treated wastewater will gradually improve over approximately 6 to 8 weeks as the bacteria grows. While initial efforts are focused on restoring operation of the existing aeration blowers, renewal of the aeration system was underway before the flooding occurred, and parts of this renewal project are being brought forward to support overall system performance. Ultraviolet (UV) disinfection treats wastewater before discharge. UV renewals were already underway and will continue as part of the recovery.

PLANT RECOVERED

While treatment processes and major mechanical and electrical works will have been completed, minor works may continue for some months to fully restore the plant. Maintenance and renewals will continue as needed.

RECOVERY COMPLETE

BYPASS AND OUTFALL PROJECT

The hydraulic report revealed design issues with the bypass and long outfall pipes, which resulted in the flooding on February 4. When designed, the intended discharge capacity of these pipes was up to 4,000 litres per second, but the hydraulic report identified an air turbulence issue which can occur below these levels. While this can be managed temporarily, it is important to permanently address it to reduce the risk of a repeat incident. We can safely send full wastewater flows through the long outfall when this work is completed.

This road map is based on a comprehensive and detailed recovery programme, which is commercially sensitive. Please note that all dates are indicative only, and subject to change. All information correct as of May 2026. For the latest version of this document, visit wellingtonwater.co.nz



Metro Wastewater Treatment Plants Monthly Performance Report



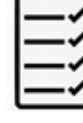

Month/Year

March 2026





Current status

- Compliant
- Compliant (with noted issue)
- Non-compliant

Performance - March 2026

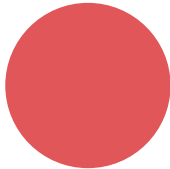
Wastewater Treatment Plant		Current status
Moa Point 		●
Porirua 		●
Seaview 		●
Western 		●

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	●	●	●	●
January 2026	●	●	●	●
February 2026	●	●	●	●
March 2026	●	●	●	●

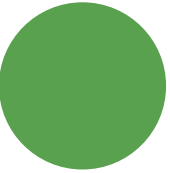


Moa Point Wastewater Treatment Plant performance - March 2026

Commentary	Discharges	Odour Complaints	Items of significance	Current status	
<p>Moa Point WWTP main treatment processes are non-operational following the flooding event on 4 February 2026. Effluent is being pumped to the plant, screened and then discharged without biological treatment or disinfection.</p>	<p>The plant is discharging screened wastewater via the long outfall, and this is an unauthorised discharge.</p>	<p>There were thirteen odour complaints in March, three for Moa Point and ten odour complaints for the Southern Landfill/ Carey’s Gully Sludge Dewatering Plant (SDP). The SDP ceased operations after the 4 February flooding event at Moa Point.</p>	<p>Moa Point WWTP was shut down operationally following severe flooding of the plant on 4 February. The loss of power and damage to treatment equipment from the event resulted in a level 5 Emergency Management Team response.</p> <p>Initial investigations have concluded that around 80% of the plant’s critical electrical and control systems were affected.</p> <p>Because of the scale and complexity of the damage, we have brought in specialist mechanical and electrical experts from New Zealand and Australia to assess the plant and systems.</p> <p>A key priority has been diverting as much wastewater as possible through the long outfall pipe. Recent remedial work has enabled more screened wastewater to be transferred this way, reducing our reliance on the short outfall pipe for unscreened discharges during wet weather.</p>	<p>Non-compliant</p>	

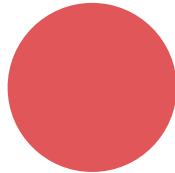


Porirua Wastewater Treatment Plant performance - March 2026

Commentary	Discharges	Odour Complaints	Items of significance	Current status	
<p>The plant is compliant for effluent quality.</p>	<p>No unauthorised discharges in March.</p>	<p>No odour complaints in March.</p>	<p>The TAK UV system remains in operation as the duty unit, with the Duron UV system on standby during higher flows due to a fault detected in February. Investigations continue to diagnose the Duron UV fault to prevent any repeat issues.</p> <p>The odour control unit (OCU) project is progressing well with most of the mechanical, electrical and instrumentation installation finished. This project will deliver much improved odour treatment capacity to the plant process. These works are expected to be completed in June 2026.</p>	<p>Compliant</p>	

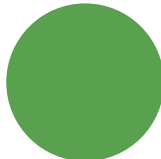


Seaview Wastewater Treatment Plant performance - March 2026

Commentary	Discharges	Odour Complaints	Items of significance	Odour Treatment Project	Current status
<p>The plant is compliant for both suspended solids and biochemical oxygen demand. Faecal coliforms remain non-compliant.</p>	<p>There were no unauthorised discharges in March. An emergency repair to the main outfall pipeline was required, see items of significance for more detail.</p>	<p>There was one odour complaint received in March.</p>	<p>Effluent compliance: The plant became compliant for suspended solids in March. Faecal coliforms results are improving but occasional spikes in daily results continue to affect the parameter averages and delay a return to compliance.</p> <p>Seaview Main Outfall Pipeline (MOP) repair: A leak was discovered on the MOP in March. The repair required a full drain down of the pipe allowing the team to enter and carry out the repair to the joint seal. During this time, fully treated effluent was discharged through the Waiwhetū Stream.</p>	<p>The new milliscreen building odour treatment system was fully commissioned in December and main project works completed.</p> <p>What's coming up: -Installation of the final community odour monitor. -Independent assessment of the effectiveness of the Odour Control Project – Stages 1 and 2.</p>	<p>Non-compliant</p> 



Western Wastewater Treatment Plant performance - March 2026

Commentary	Discharges	Odour Complaints	Items of significance	Current status	
<p>The plant is back in compliance for biochemical oxygen demand and remains compliant for both suspended solids and faecal coliforms.</p>	<p>No unauthorised discharges to the Karori Stream in March.</p>	<p>No odour complaints in March.</p>	<p>Effluent compliance: Daily effluent results continue to remain within consent parameter limits.</p> <p>The new UV disinfection system installation was completed and successfully commissioned in March. This latest technology in UV treatment should help ensure reliable disinfection of wastewater</p>	<p>Compliant</p>	



Moa Point Compliance

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

Month of Month (Compliance Re..	Compliance Issues	Moa Point
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 clarifier 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	●
January 2026	Non-compliant for faecal coliforms and suspended solids	●
February 2026	Non-compliant due to main treatment processes being non-operational	●
March 2026	Non-compliant due to main treatment processes being non-operational	●



Porirua Compliance

Current status
■ Compliant
■ Compliant (with noted issue)

Month of Month (Compliance Re..	Compliance Issues	Porirua
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	●
January 2026	Compliant	●
February 2026	Compliant	●
March 2026	Compliant	●



Seaview Compliance

Current status
■ Compliant
■ Non-compliant

Month of Month (Compliance Re..	Compliance Issues	Seaview
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	●
January 2026	Non-compliant for faecal coliforms and suspended solids	●
February 2026	Non-compliant for faecal coliforms and suspended solids	●
March 2026	Non-compliant for faecal coliforms	●



Western Compliance

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

Month of Month (Compliance Re..	Compliance Issues	Western
January 2025	Compliant	●
February 2025	Compliant	●
March 2025	Compliant	●
April 2025	Compliant	●
May 2025	Unconsented discharge of undisinfectated effluent	●
June 2025	Compliant	●
July 2025	Compliant	●
August 2025	Compliant	●
September 2025	Compliant	●
October 2025	Compliant - Discharging partially treated effluent temporarily due to UV system failure (major electrical fault)	●
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	●
January 2026	Non-compliant for faecal coliforms and suspended solids and biochemical oxygen demand	●
February 2026	Non-compliant for biochemical oxygen demand	●
March 2026	Compliant	●



Wellington Metropolitan Water Treatment Plants Monthly Performance Report

March 2026

Month/Year
March 2026

Water Treatment p..	Comments	Safe Drinking Water	Fluoride
Waterloo	Waterloo WTP continues to be non-compliant with the Water Services Authority’s bacterial compliance rules*. However, the WTP is compliant with the authority’s protozoal compliance rules. Waterloo has fluoridated the drinking water within MoH’s recommended levels 97% of the time.		
Wainuiomata	Wainuiomata WTP is compliant with the Water Service Authority’s bacterial and protozoal compliance rules. The plant has fluoridated the drinking water within MoH’s recommended levels 96% of the time		
Te Mārua	Te Mārua WTP is compliant with the Water Services Authority’s bacterial and protozoal compliance rules. Whilst that Te Mārua fluoridated the drinking water within MoH’s recommended levels 95% of the time, the WTP shutdown for a short period of time while an investigation was undertaken into a possible contaminated fluoride batch. This was subsequently found not to be a human health risk.		
Gear Island	Gear Island WTP is compliant with the Water Services Authority’s bacterial and protozoal compliance rules. The plant was unable to fluoridate the drinking water within MoH’s recommended levels due to WTP shutdown whilst investigation was undertaken into a possible contaminated fluoride batch This was subsequently found not to be a human health risk. Also, regular and planned maintenance of fluoride dosing assets was completed.		

*Due to changes in the quality 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. ...

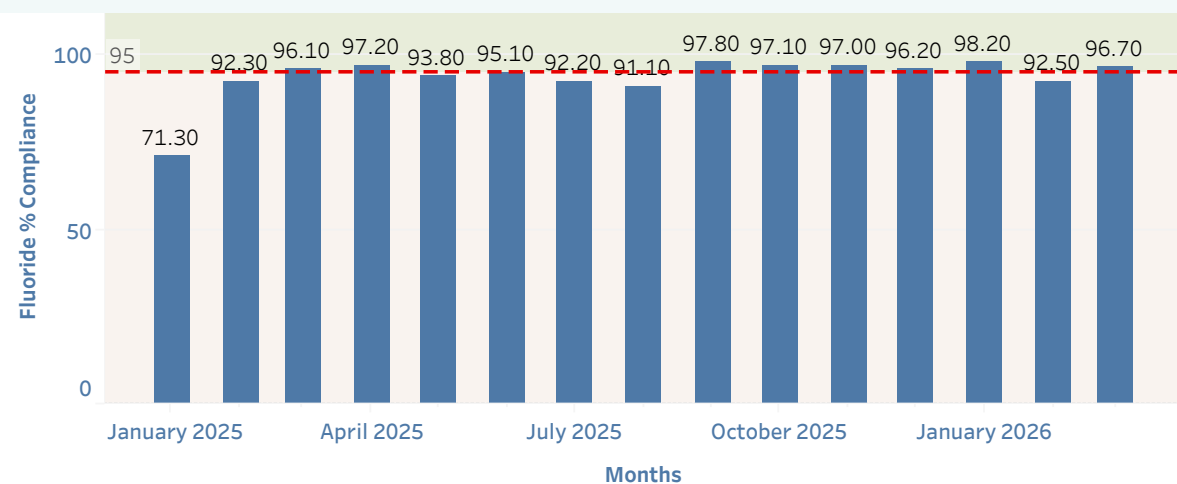
- Compliant – we are meeting the necessary regulatory requirements
- Not compliant but nearing compliance
- Not compliant with necessary regulatory requirements

Fluoride Compliance (% Monthly)

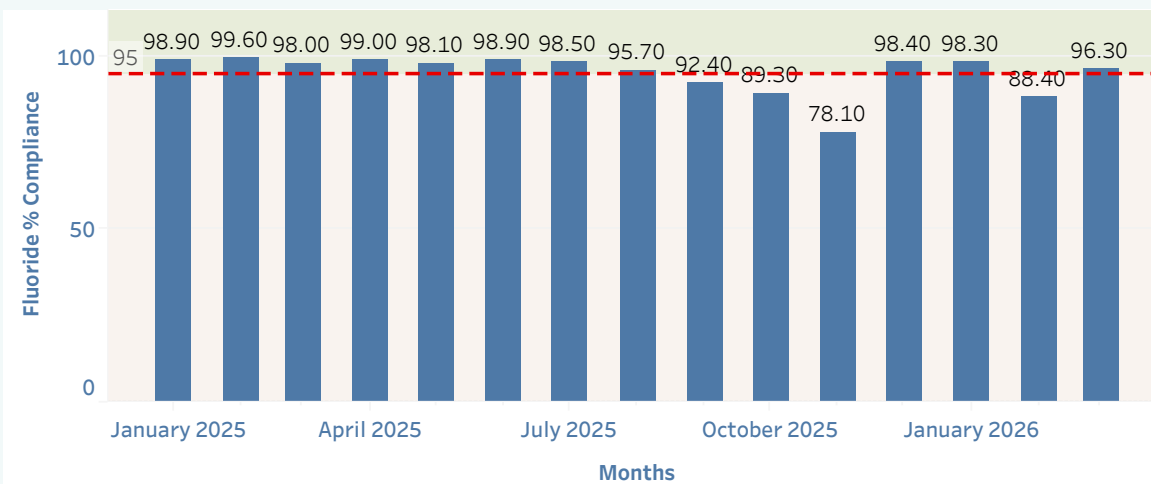


Fluoride Compliance (% Monthly)

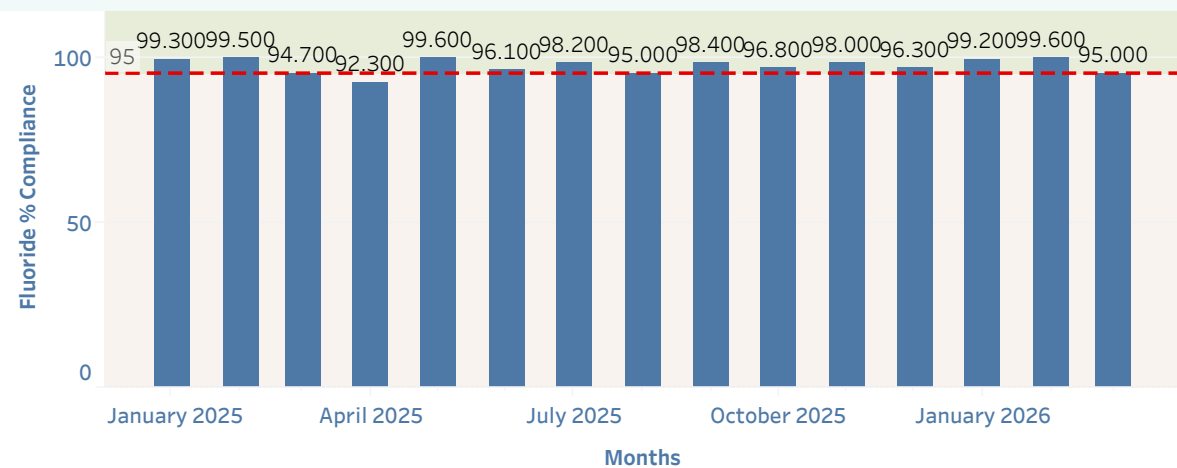
Waterloo



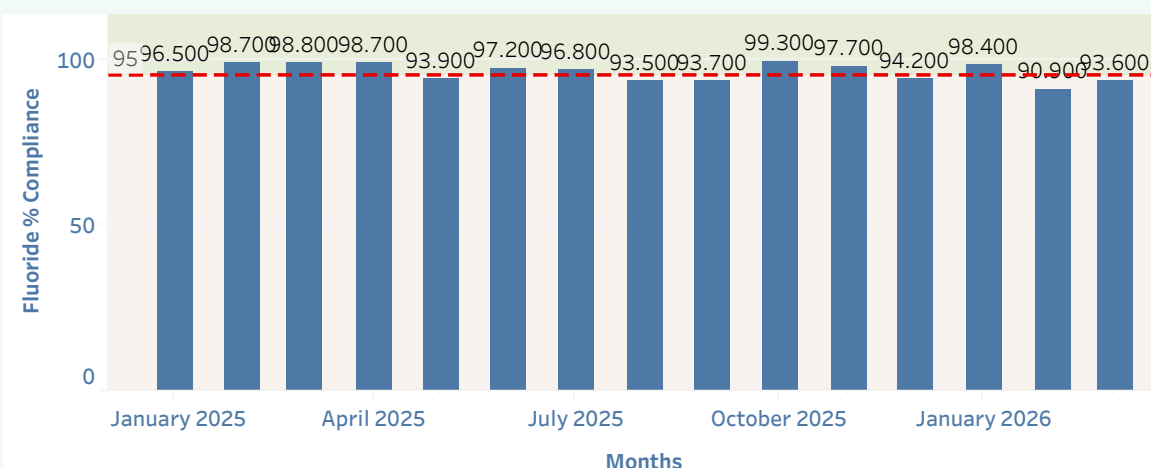
Wainuiomata



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%. This is 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.



South Wairarapa Wastewater Treatment Plants Monthly Performance Report

Month/Year
March 2026

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

Performance - March 2026

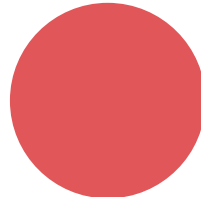
Wastewater Treatment Plant		Current status
Featherston		●
Greytown		●
Lake Ferry		●
Martinborough		●

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	●	●	●	●
January 2026	●	●	●	●
February 2026	●	●	●	●
March 2026	●	●	●	●

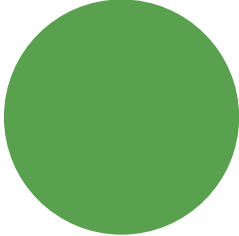


Greytown Wastewater Treatment Plant performance - March 2026

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 March results for both parameters were within the consented limits. While the plant did record compliant effluent quality results last month and late last year, those results do not bring overall compliance back within the consented limits for the compliance year to date. During March, the pond experienced an Avian Botulism event. This led to the death of significant numbers of wild fowl and attracted public and media attention. While nothing could be done to prevent the bird deaths, specialist contractors were deployed to remove the carcasses. With the cooling of the pond temperature, it is expected the botulism will decline, as well as bird numbers with the end of the moulting season.</p> <p>Capital delivery is with South Wairarapa District Council, major investment is required to bring the plant into compliance.</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>	

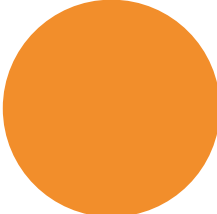


Featherston Wastewater Treatment Plant performance - March 2026

Commentary	Items of significance	Current status	
<p>Greater Wellington Regional Council granted resource consent on 8 October 2025.</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>	

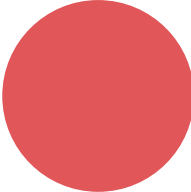


Lake Ferry Wastewater Treatment Plant performance - March 2026

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. The operations team are currently undertaking a minor upgrade to the chemical mixing to minimise manual handling</p>	<p>With effect 1 July 2025, SWDC took back ownership of the Capital Delivery Programme and associated projects.</p> <p>The source of current high inflow and infiltration is still not funded for WWL to undertake investigations. Peak loads during wet weather events are impacting 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 - March 2026

Commentary	Items of significance	Current status	
<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 6 months, 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 are considering the next steps.</p>	<p>Non-compliant</p>	



South Wairarapa Water Treatment Plants Monthly Performance Report

March 2026

Month/Year
March 2026

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. The region continues to experience power fluctuations and outages. These events led to treatment plant shutdowns and operator callouts. SWDC has raised the 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, the Manganese Removal Plant does not. New automated actuators on the UV valves were successfully installed which should help both reactors to function as designed.	Currently not yet mandated by the MoH	
Memorial Park	Memorial Park WTP is compliant against the bacterial and protozoal rules. The new bore and the WTP upgrade works are 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 is being purchased and installed to ensure ongoing resilience. The current bore will also have a condition assessment undertaken.	Currently not yet mandated by the MoH	
Pirinoa	Pirinoa is compliant against the bacterial and protozoal rules.	Currently not yet mandated by the MoH	
Waiohine	Waiohine is compliant against the bacterial and protozoal rules. The region continues to experience power fluctuations and outages. These events led to treatment plant shutdowns and operator callouts. SWDC has raised the issue with Powerco (the local power supplier). While the Waiohine Water Treatment Plant has a standby generator onsite to provide continuity of supply during an outage, the borefield does not. The caustic soda dosing upgrade and Greytown Reservoir sealing projects are with the South Wairarapa District Council Capital Projects Delivery team for completion and is now under construction.	Currently not yet mandated by the MoH	



Our water, Our Future

Operations Report

NETWORK OPERATIONS GROUP

Reporting Date: 5th May 2026

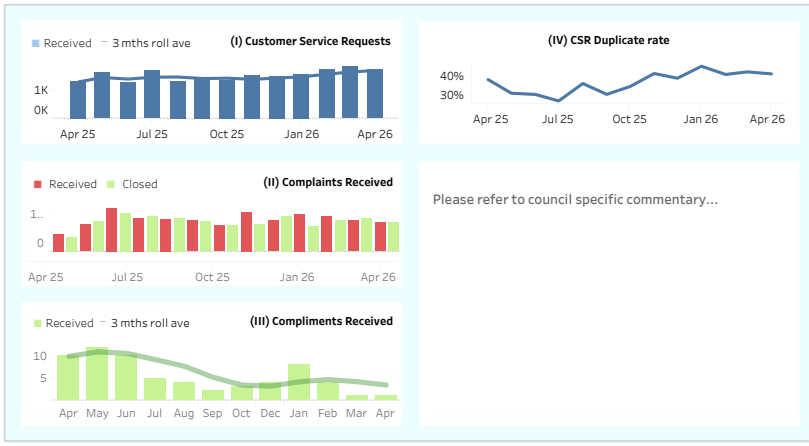
GLOSSARY OF TERMS

Acronyms

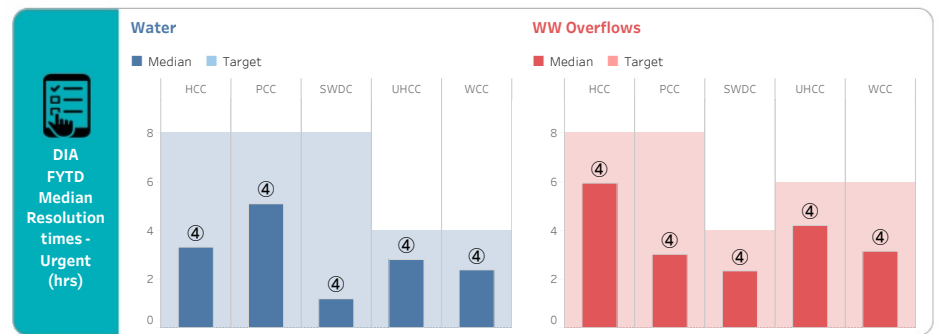
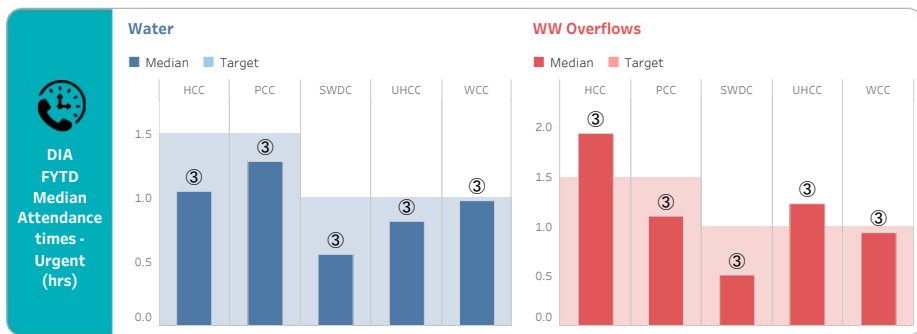
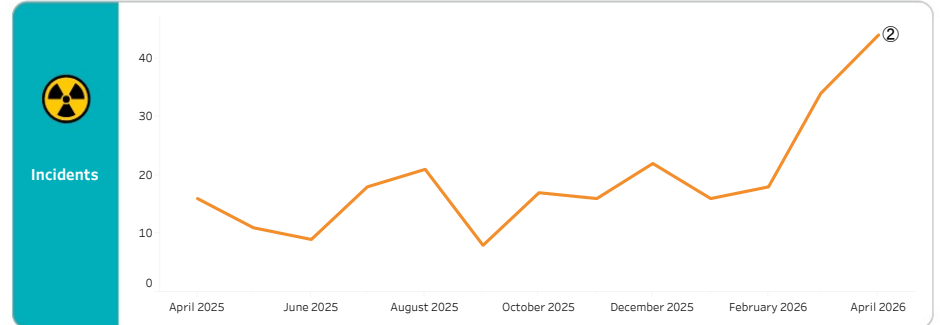
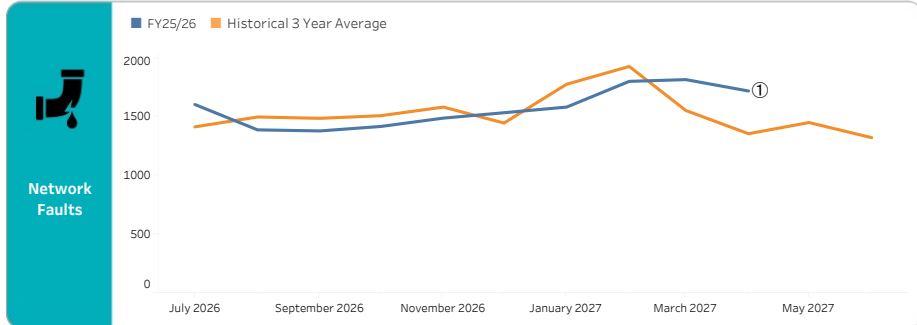
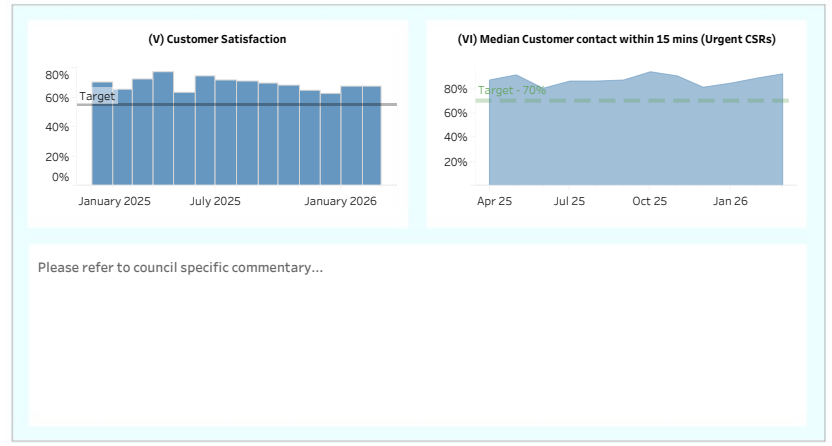
Total Recordable Injury Frequency Rate	TRIFR
Severe Injury Frequency Rate	SIFR
Case Action Management System	CAMs
Financial Year To Date	FYTD
Customer Operations Group	COG
Customer Service Request	CSR
Service Level Agreement	SLA
Department of Internal Affairs	DIA
Drinking Water	DW
Storm Water	SW
Wastewater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



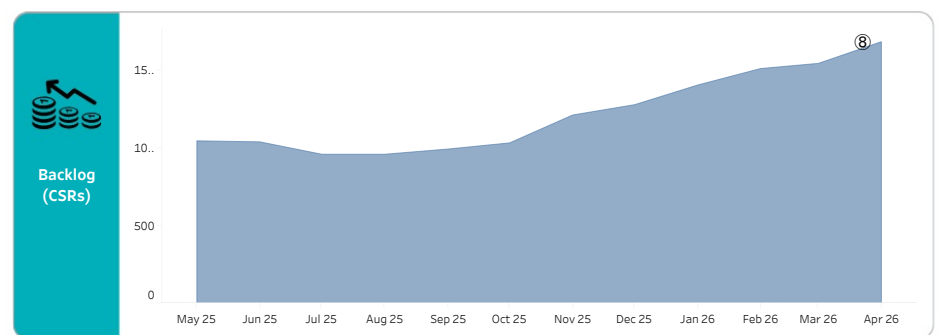
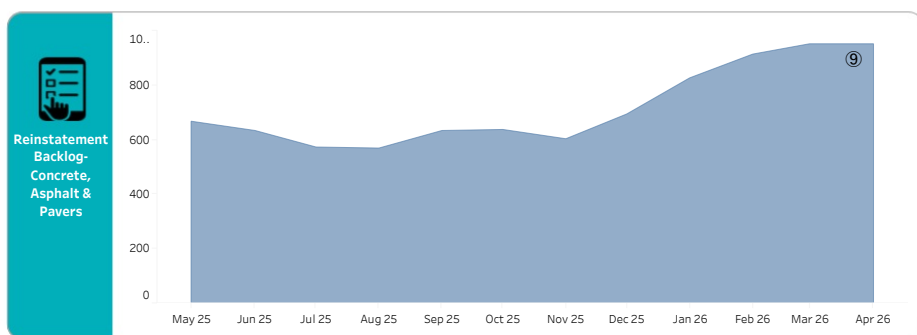
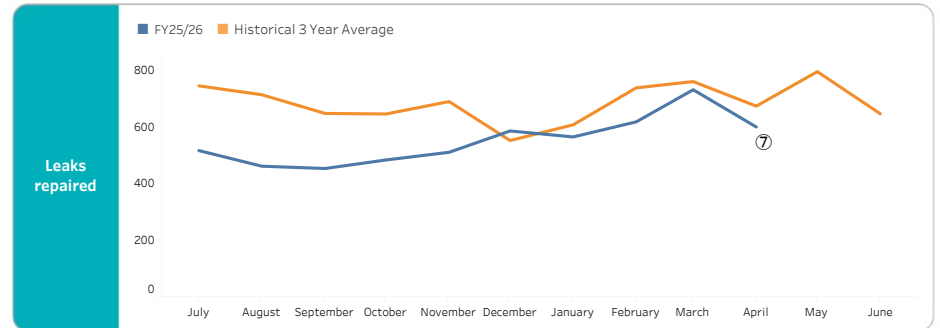
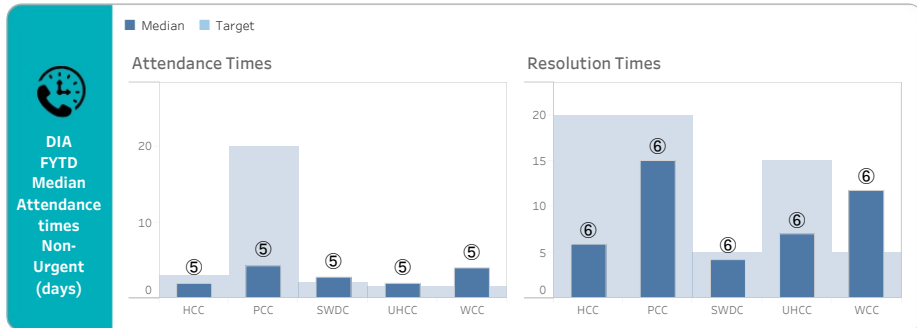
CUSTOMER ACTIVITY



CUSTOMER SATISFACTION



Insights
Please refer to council specific commentary...

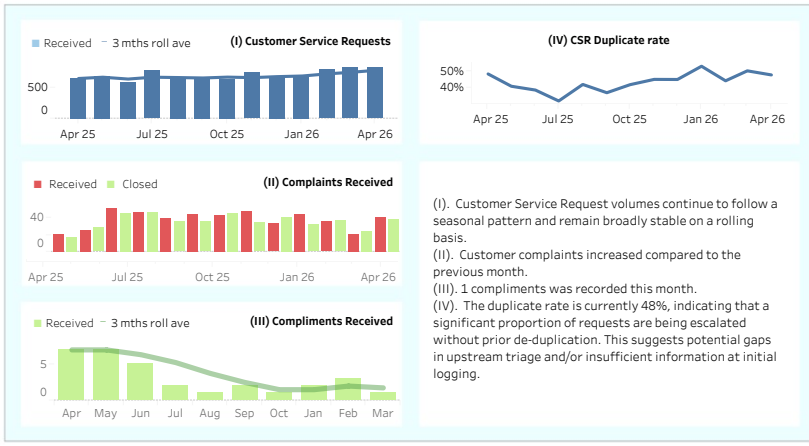


Insights
Please refer to council specific commentary...

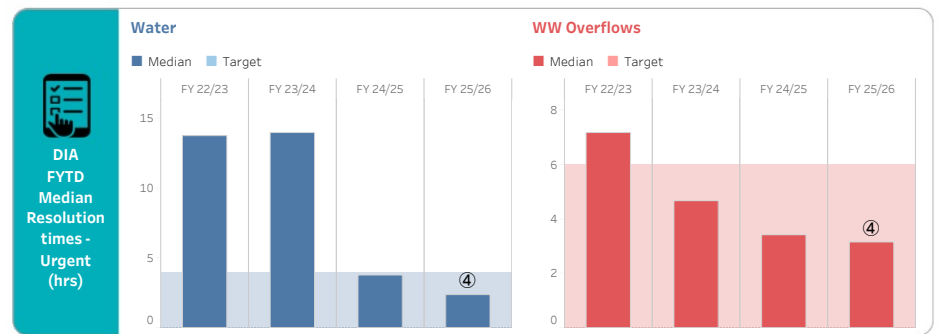
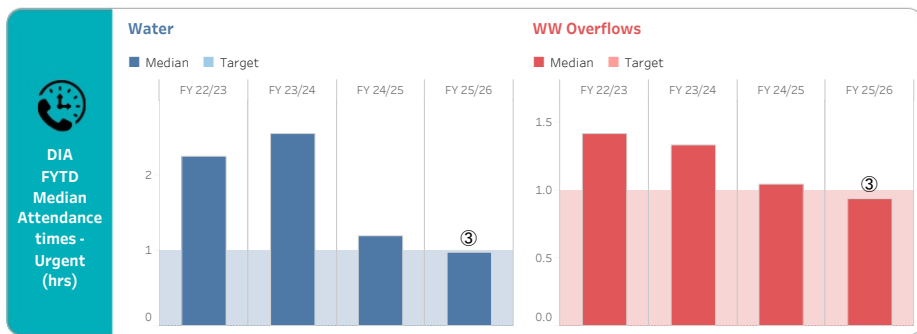
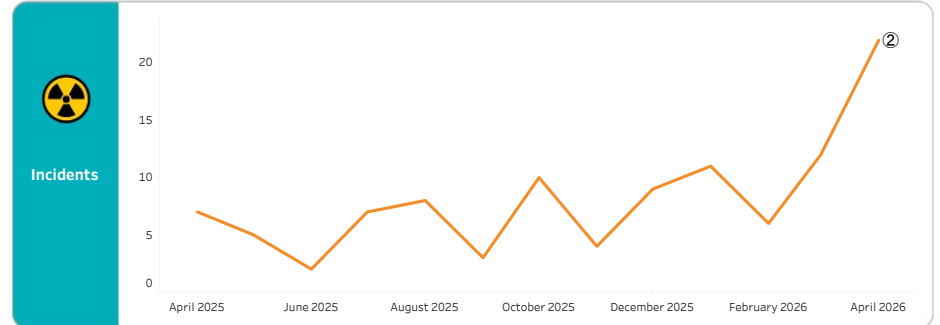
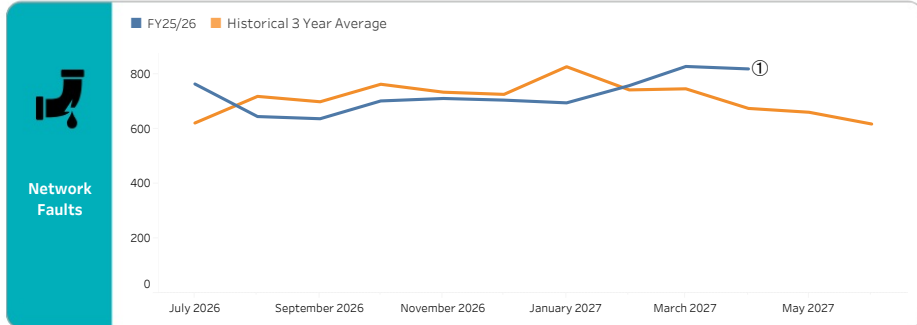
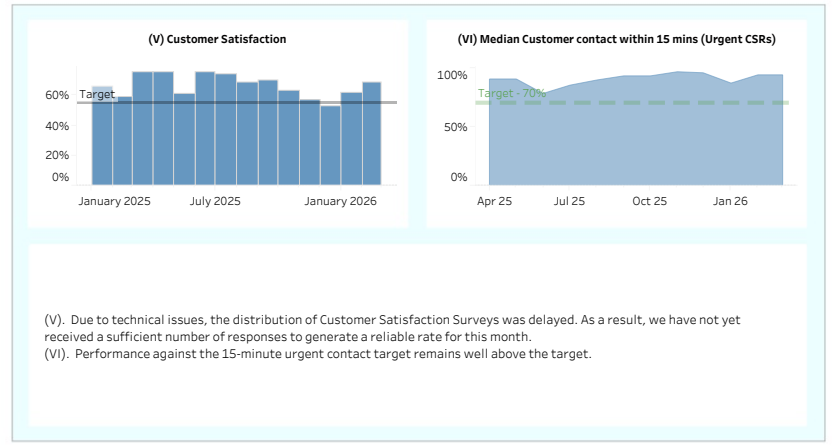
*Also note that Report provides a snapshot in time. Analysis Date: 05/05/26



CUSTOMER ACTIVITY

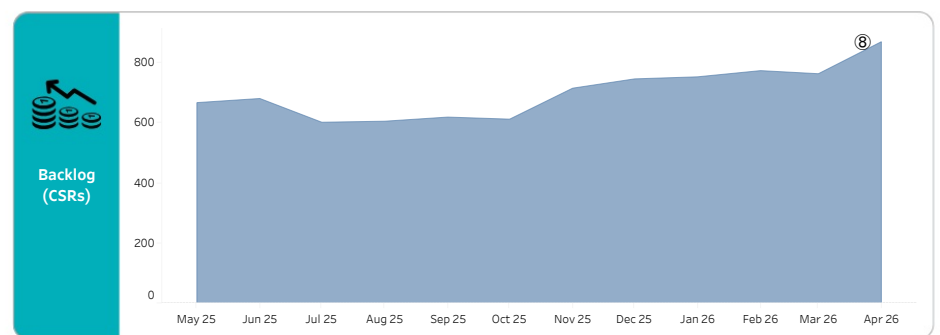
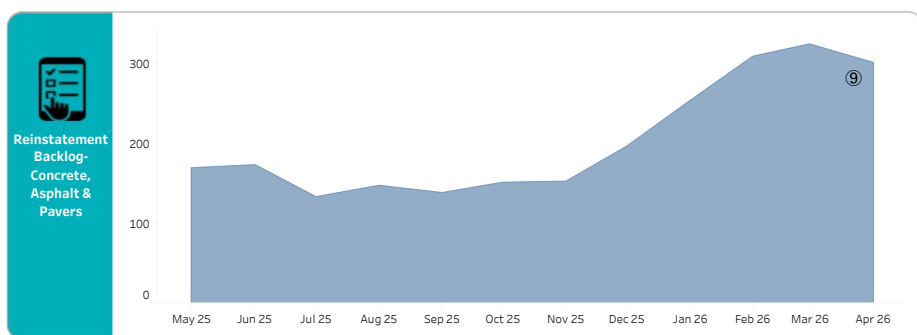
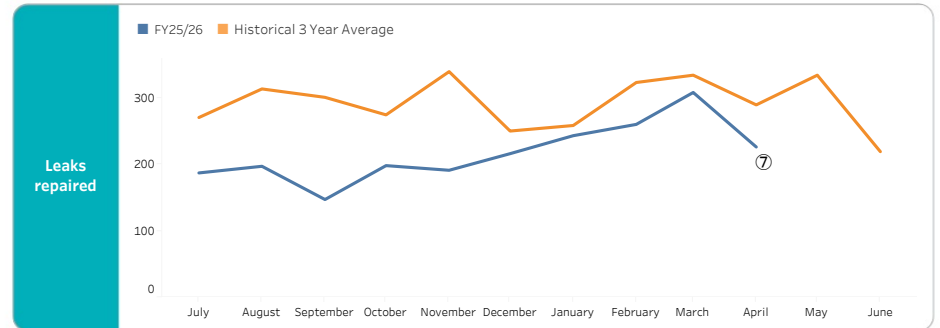
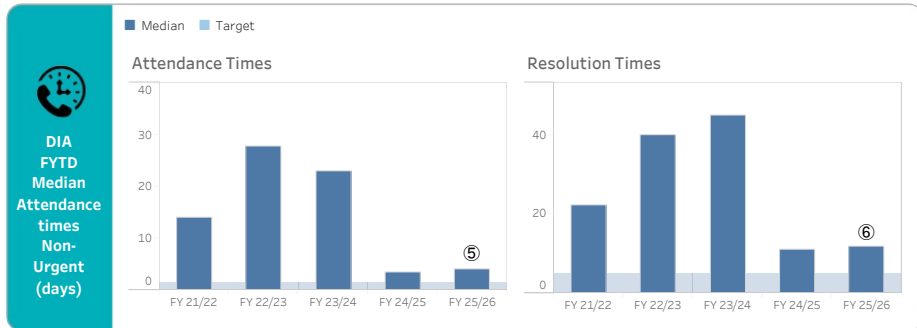


CUSTOMER SATISFACTION



Insights

①. Network faults have risen from earlier-year lows in line with seasonal uplift but remain broadly below the three-year average.
②. The number of incidents are unpredictable and can vary significantly from month to month.
③. Attendance times for urgent potable and wastewater jobs are within the targeted timeframes.
④. Resolution times for urgent potable and waste water jobs are within the targeted timeframes.



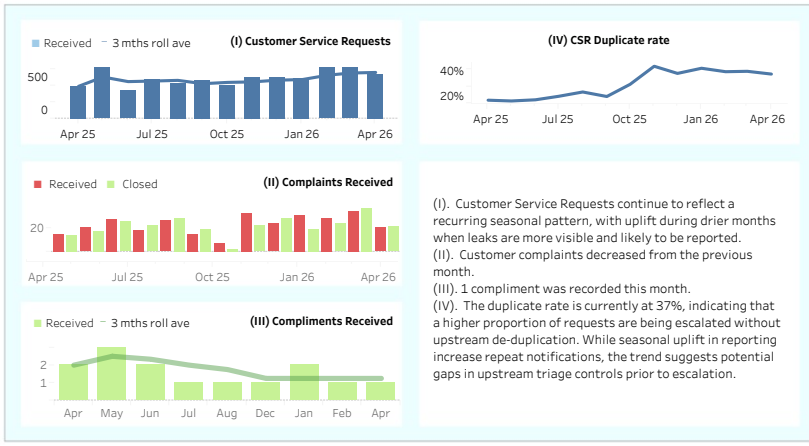
Insights

⑤. ⑥. Non-urgent attendance and resolution performance has improved materially compared to prior years and is currently closer to target thresholds than previous years. Continued backlog growth, however, may place upward pressure on response times if sustained.
⑦. Repairs are tracking below the historical three-year seasonal average for most of FY25/26, including the peak summer period.
⑧. Delivery strengthened through spring; however, it has not materially outpaced recent increases in job volumes, with backlog continuing to rise over in recent months.
⑨. The reinstatement backlog has seen an increase as a result in recent months but appears to have peaked.

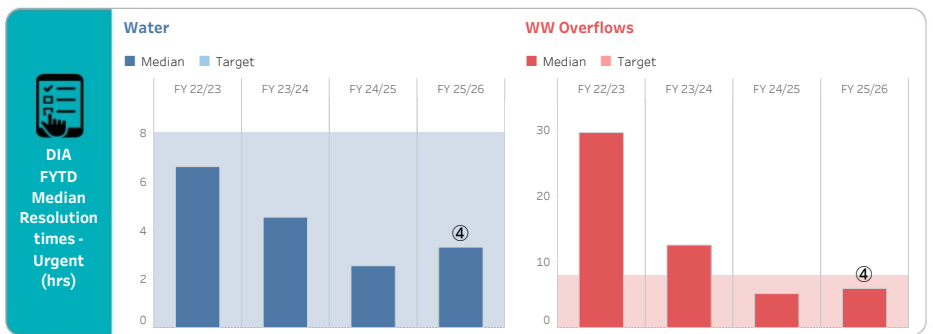
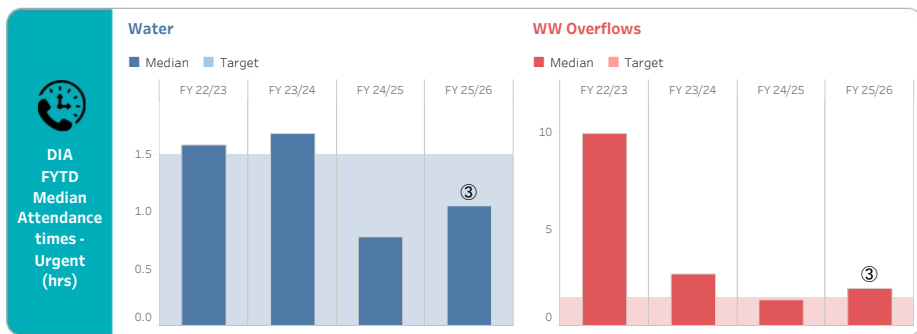
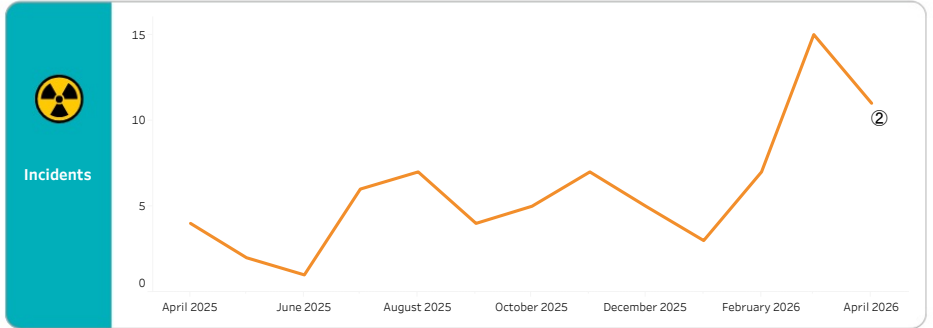
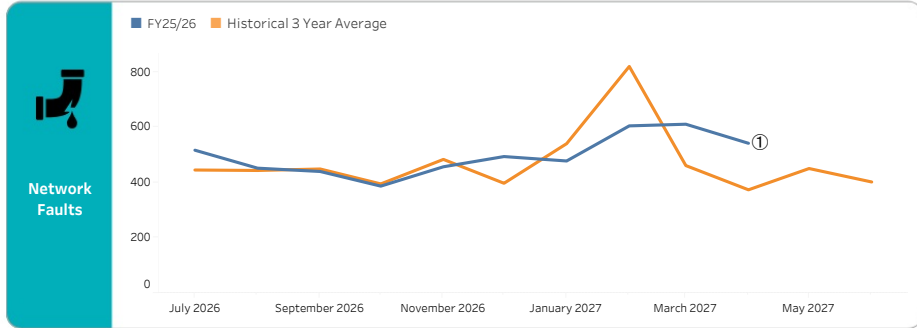
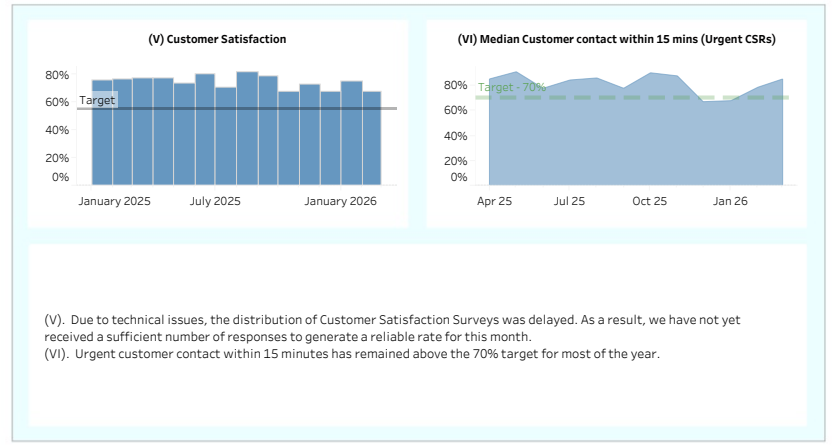
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CUSTOMER ACTIVITY

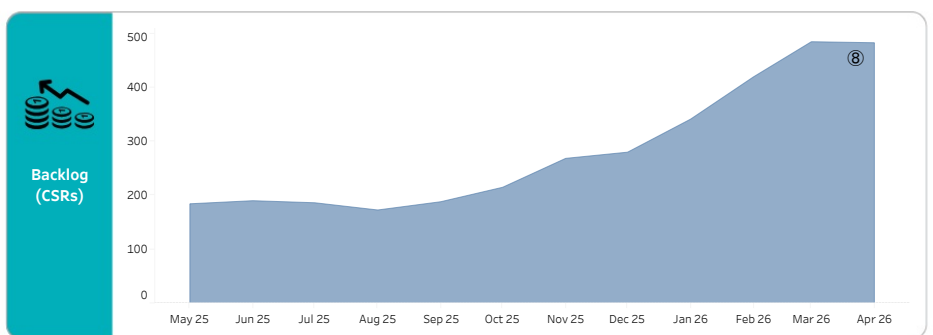
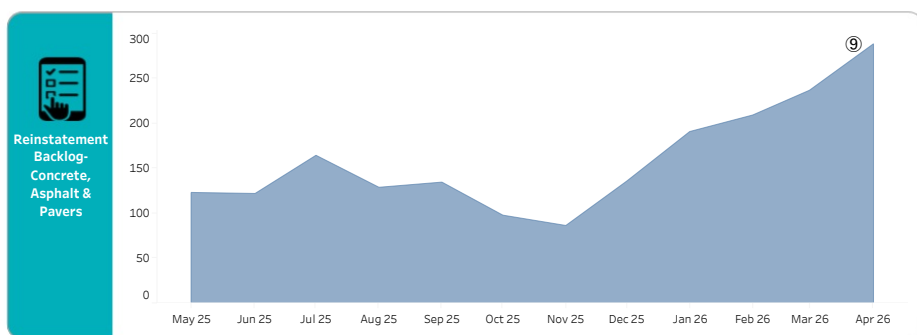
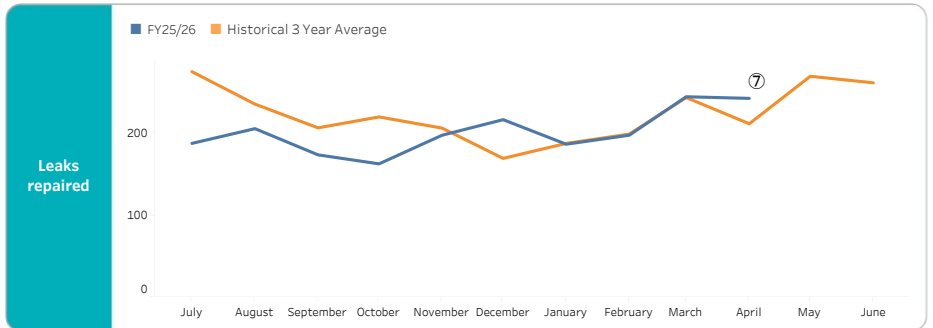
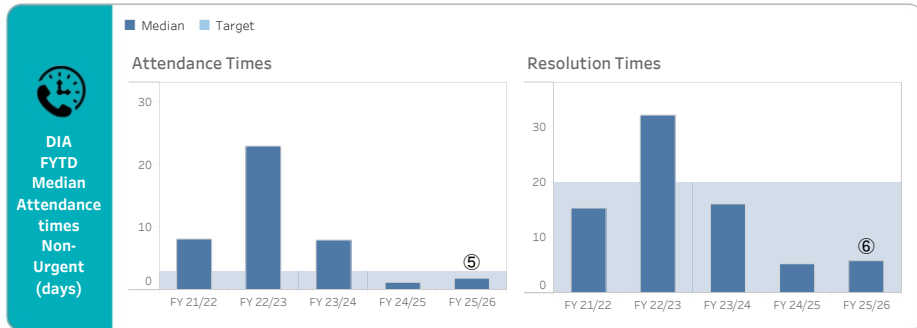


CUSTOMER SATISFACTION



Insights


①. Network faults aligned closely with seasonal norms earlier in the year but have increased in recent months and are now above the 3-year average, consistent with summer uplift. Without a corresponding increase in repair throughput, backlog pressure is likely.
②. The number of incidents are unpredictable and can vary significantly from month to month.
③. Attendance times for urgent potable jobs are within the targeted timeframes.
④. Resolution times for urgent potable and waste water jobs are within the targeted timeframes.



Insights

⑤. ⑥. Attending and Resolving non-urgent water jobs remain within targeted timeframes. Continued backlog growth, however, may place short term upward pressure on response times if sustained.
⑦. Repairs remain below the three-year seasonal average for most of FY25/26, although throughput has increased through the peak summer period.
⑧. Delivery strengthened through spring; however, it has not materially outpaced recent increases in job volumes, however, the backlog appears to have peaked.
⑨. The reinstatement backlog has seen an uptick as a result in recent months.

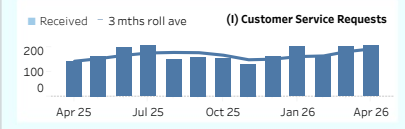
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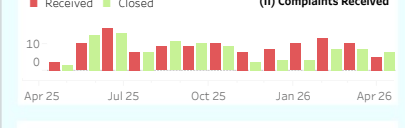
April Operations Report* - PCC
NETWORK OPERATIONS GROUP

CUSTOMER ACTIVITY

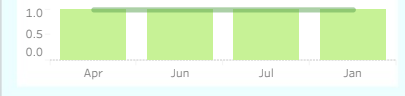
(I) Customer Service Requests



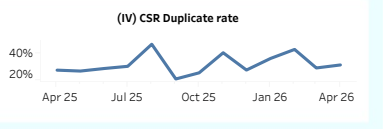
(II) Complaints Received



(III) Compliments Received



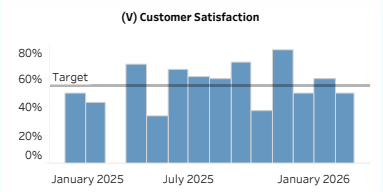
(IV) CSR Duplicate rate



(I). Customer Service Requests continue to reflect a recurring seasonal pattern, with uplift during drier months when leaks are more visible and likely to be reported.
 (II). Customer complaints decreased from the previous month.
 (III). No compliment was recorded this month.
 (IV). The duplicate rate is at 31%, indicating that a higher proportion of requests are being escalated without upstream de-duplication. While seasonal uplift in reporting increase repeat notifications, the trend suggests potential gaps in upstream triage controls prior to escalation.

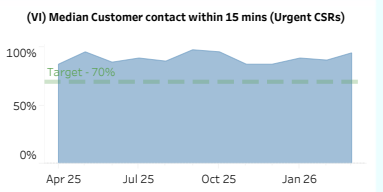
CUSTOMER SATISFACTION

(V) Customer Satisfaction



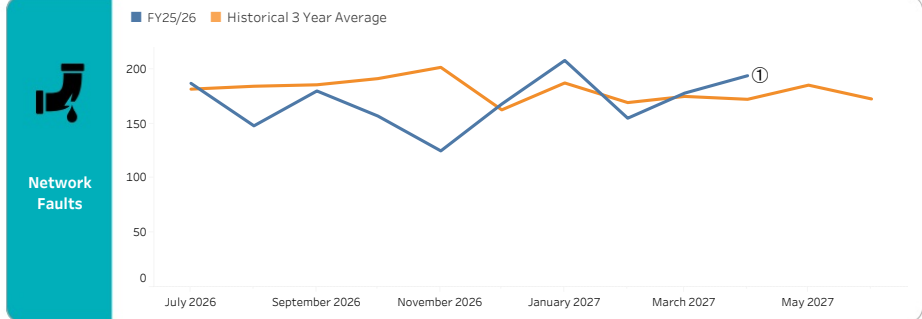
(V). Due to technical issues, the distribution of Customer Satisfaction Surveys was delayed. As a result, we have not yet received a sufficient number of responses to generate a reliable rate for this month.

(VI) Median Customer contact within 15 mins (Urgent CSRs)



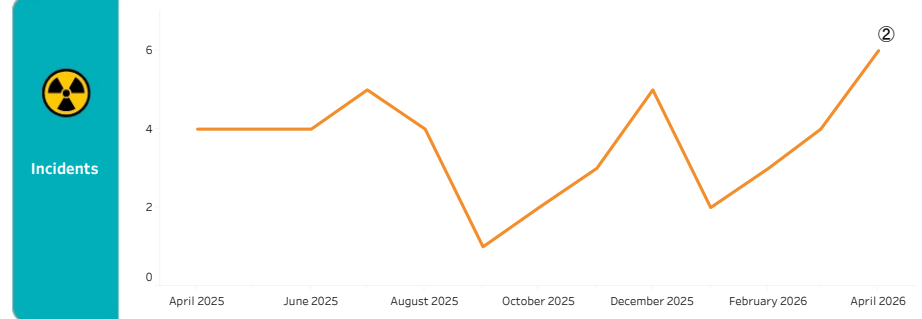
(VI). Urgent customer contact within 15 minutes remains consistently above the 70% target and is currently trending upwards.

Network Faults



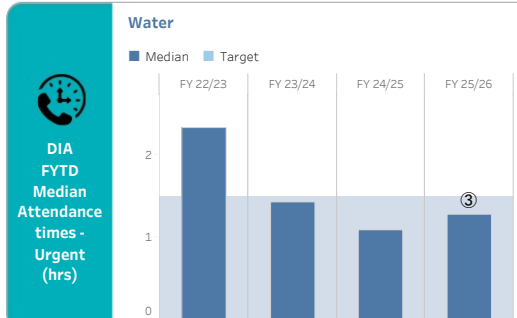
①

Incidents

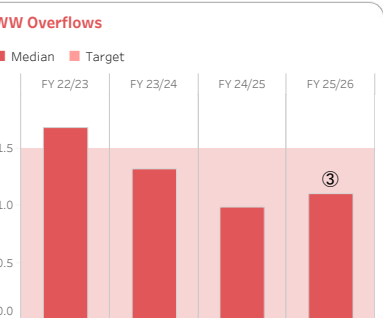


②

Water

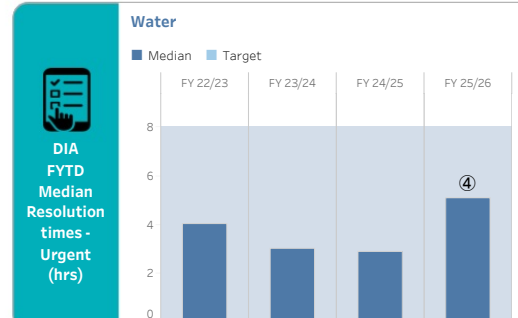


WW Overflows

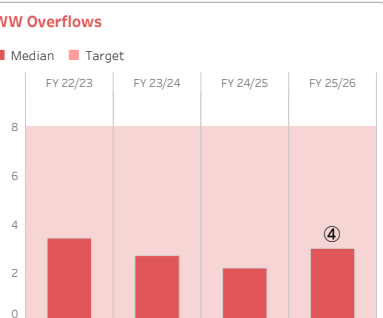


③

Water



WW Overflows

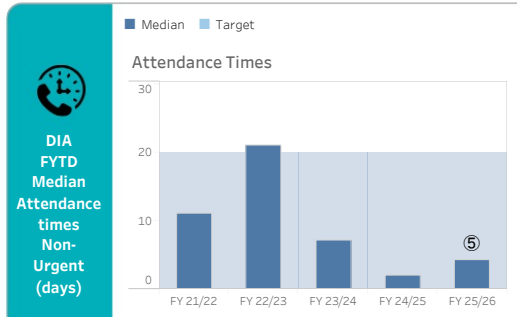


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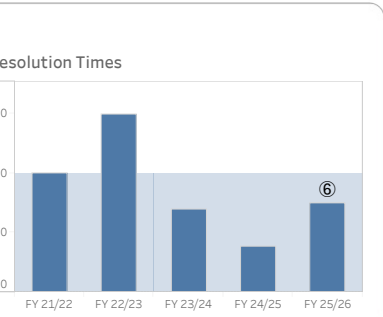
Insights

①. Network faults tracked below seasonal norms earlier in the year but have risen in recent months and are now above the 3-year average, consistent with typical summer uplift. If not matched by equivalent repair throughput, this will place short-term pressure on backlog.
 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.

Attendance Times

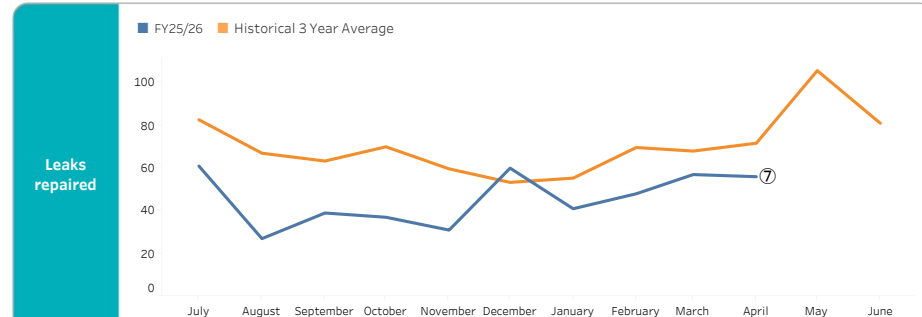


Resolution Times



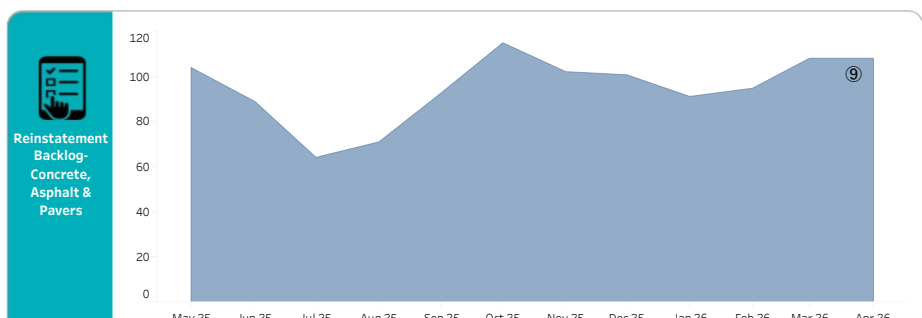
⑤

Leaks repaired



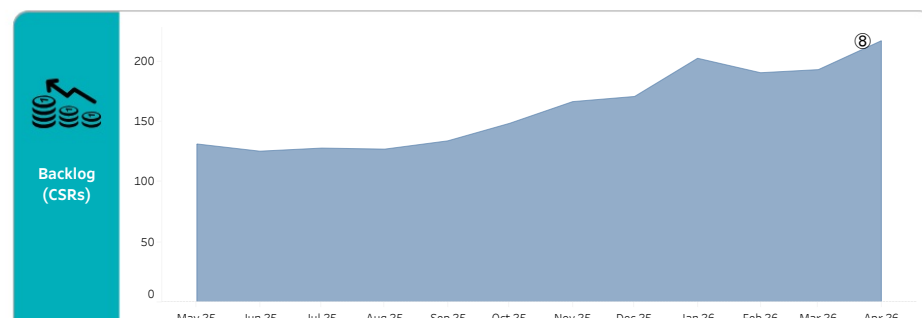
⑦

Reinstatement Backlog - Concrete, Asphalt & Pavers



⑨

Backlog (CSRs)



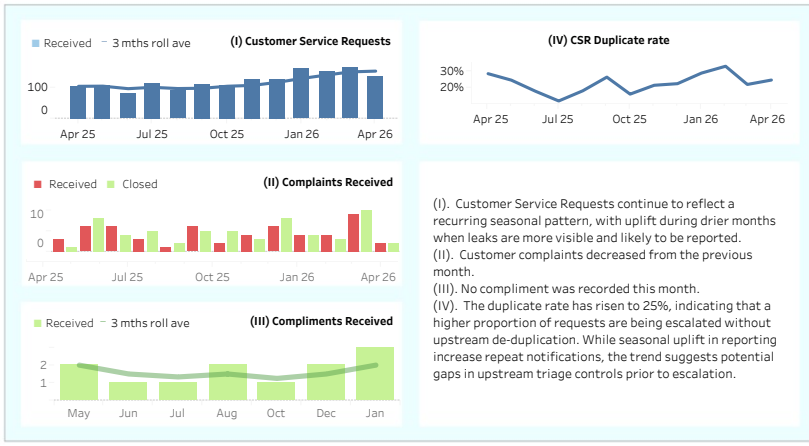
⑧

Insights

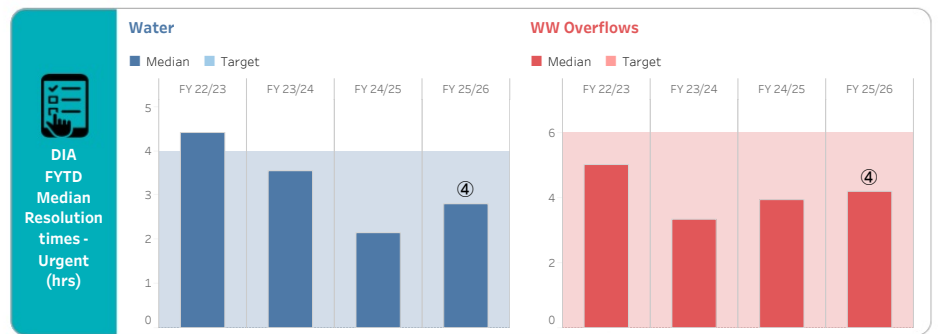
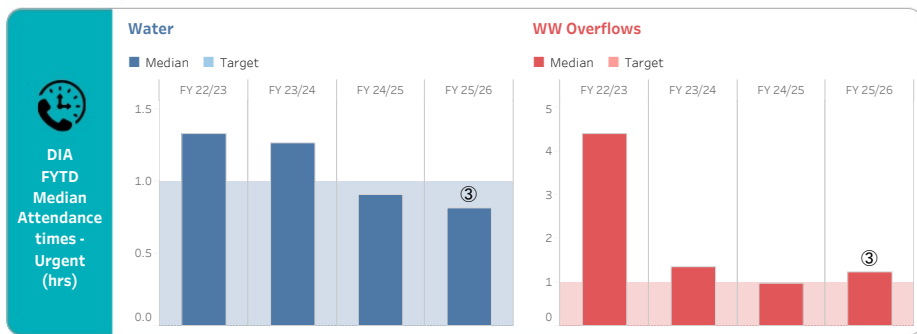
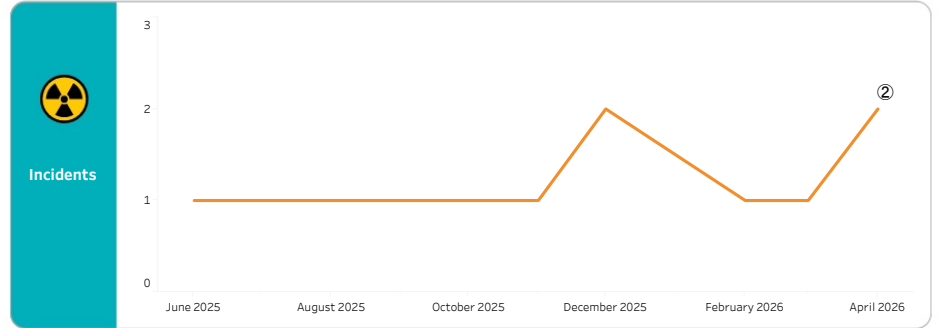
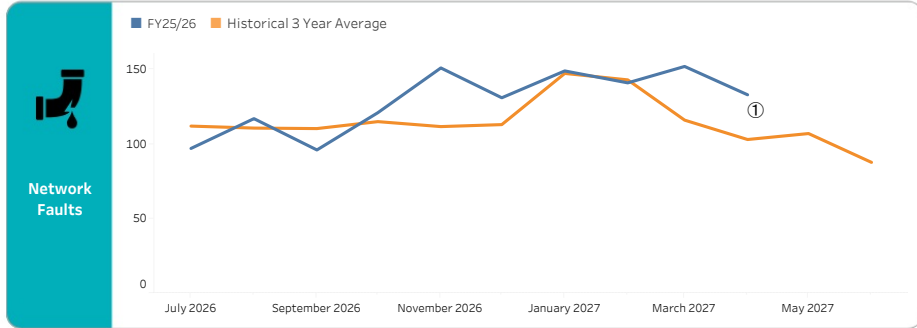
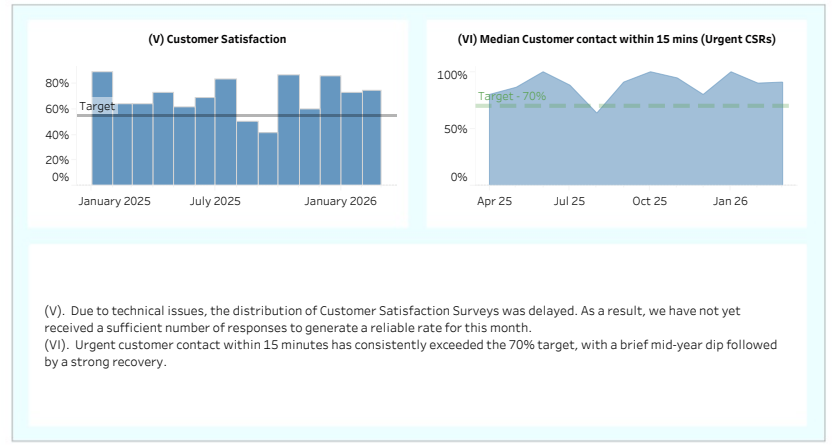
⑤. ⑥. Attending and Resolving non-urgent water jobs remain within targeted timeframes. Continued backlog growth, however, may place short term upward pressure on response times if sustained.
 ⑦. Repairs are tracking below the historical three-year seasonal average for most of FY25/26 although throughput has increased in the last few months.
 ⑧. While delivery strengthened through spring, it has not materially outpaced recent increases in job volumes.
 ⑨. The reinstatement backlog maintained a downward trajectory since October last year. However, we have seen a slight increase recently.

*Also note that Report provides a snapshot in time. Analysis Date: 01/05/26

CUSTOMER ACTIVITY

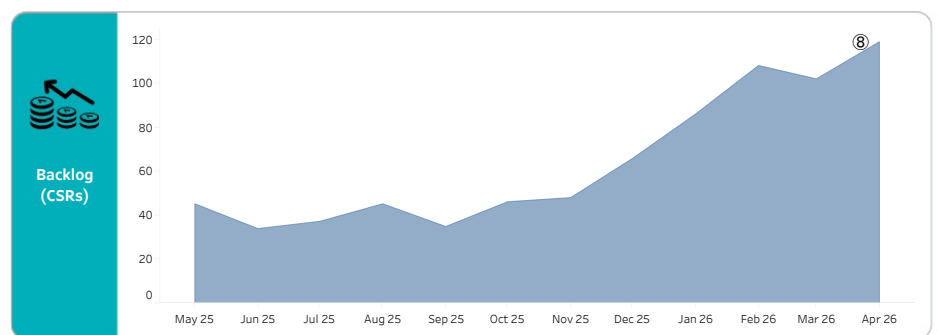
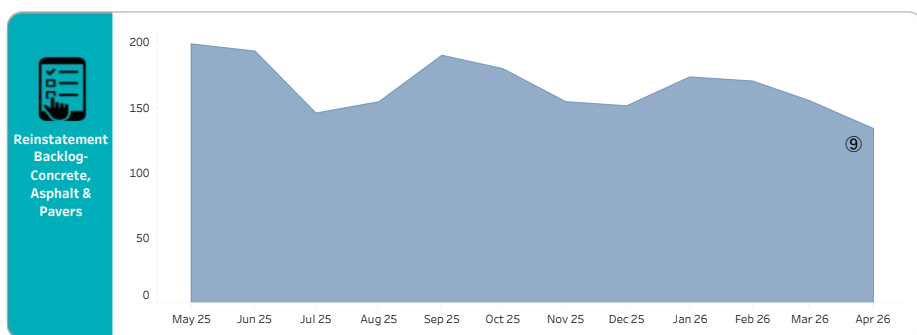
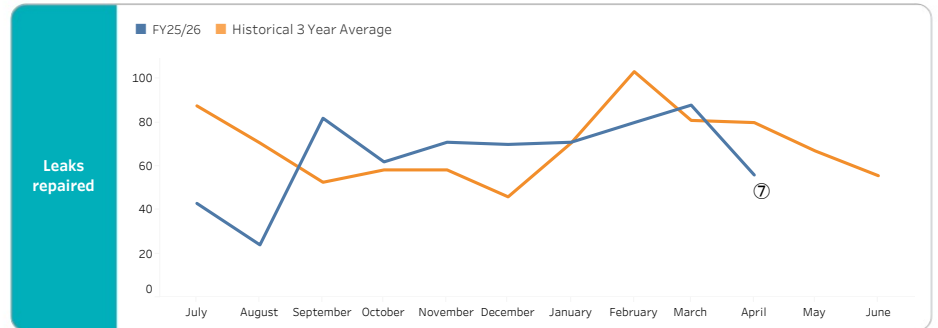
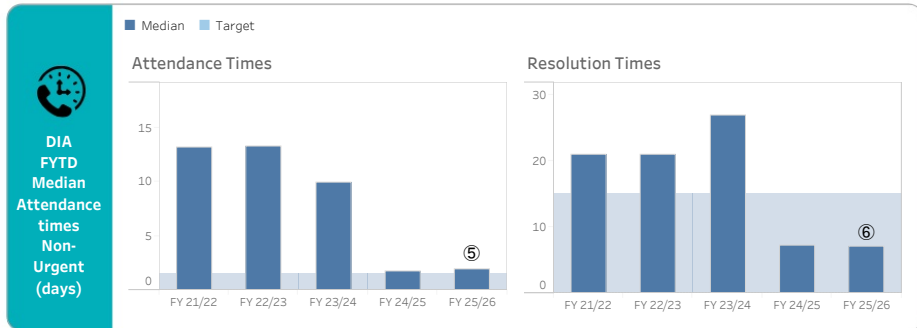


CUSTOMER SATISFACTION



Insights

①. Network faults have tracked above the three-year average since October, reflecting sustained seasonal uplift. If repair throughput does not exceed incoming jobs, backlog accumulation will continue.
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.



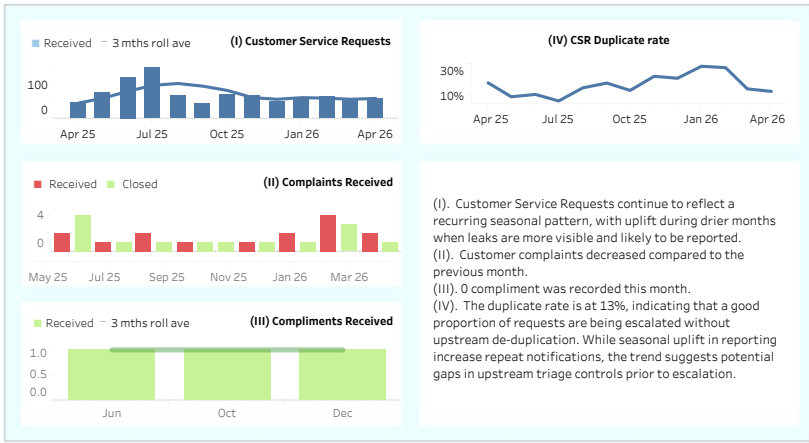
Insights

⑤. ⑥. Attending and Resolving non-urgent water jobs remain within targeted timeframes. Continued backlog growth, however, may place short term upward pressure on response times if sustained.
⑦. Leaks repaired have tracked above the three-year seasonal average from September through to March.
⑧. Delivery strengthened through spring; however, it has not materially outpaced recent increases in job volumes, with backlog continuing to rise over in recent months.
⑨. The reinstatement backlog has however decreased in recent months.

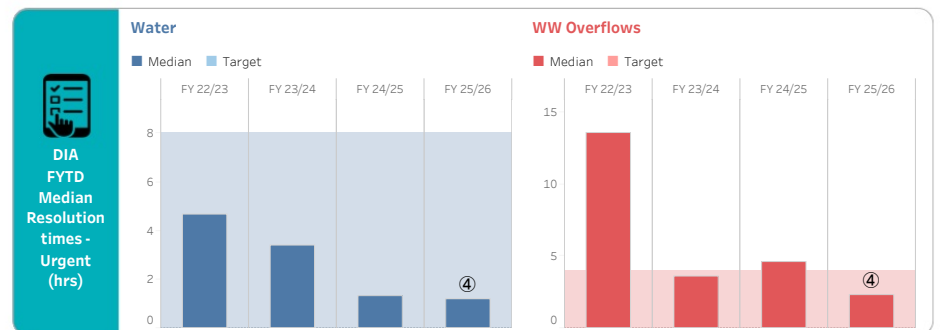
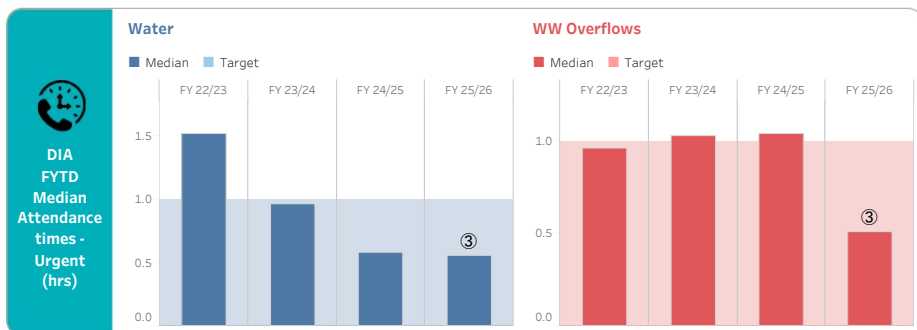
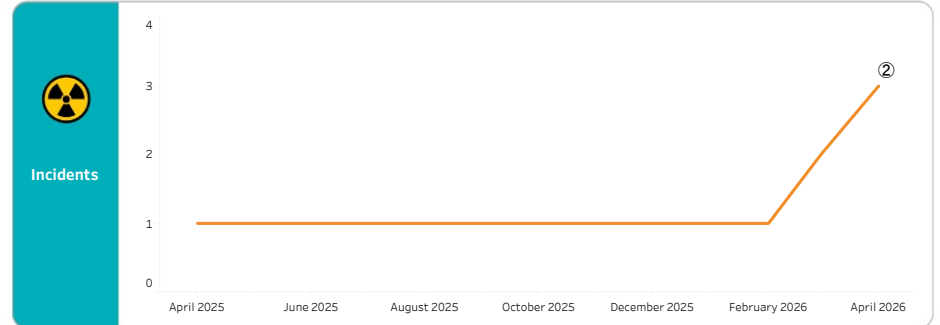
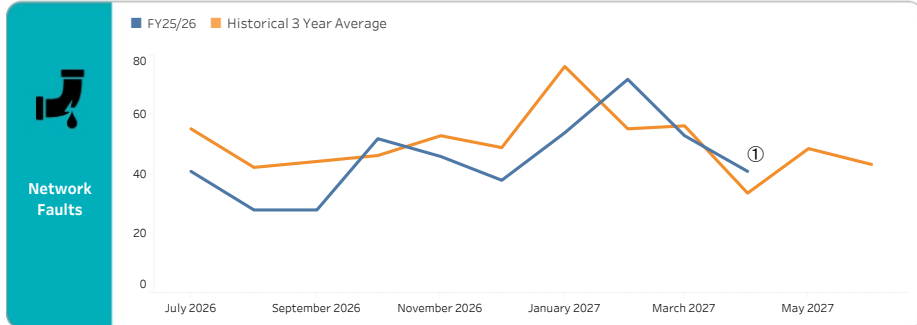
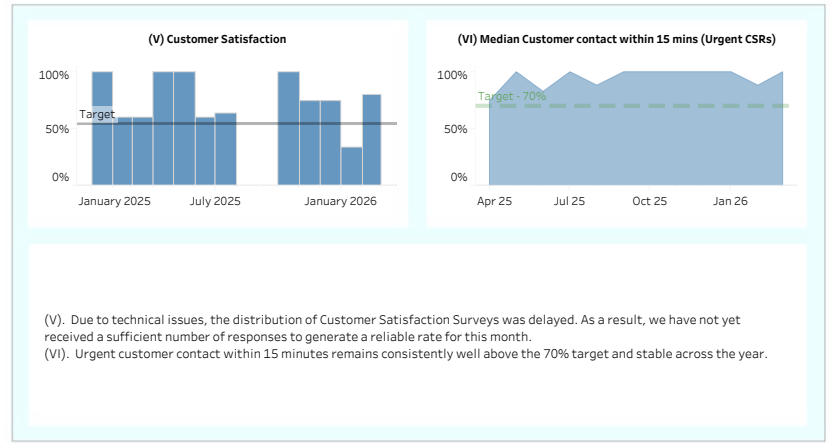
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CUSTOMER ACTIVITY

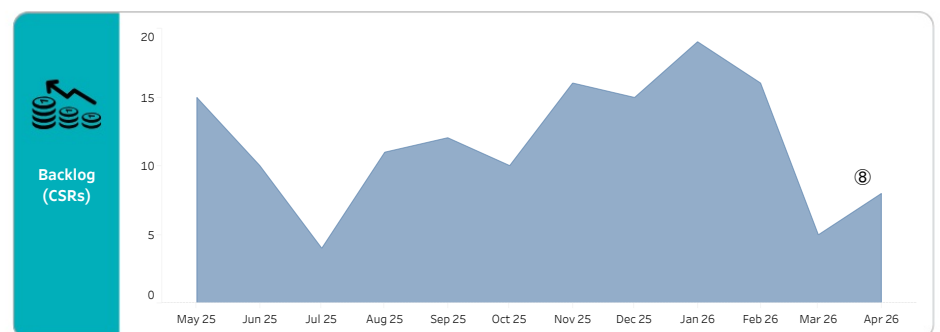
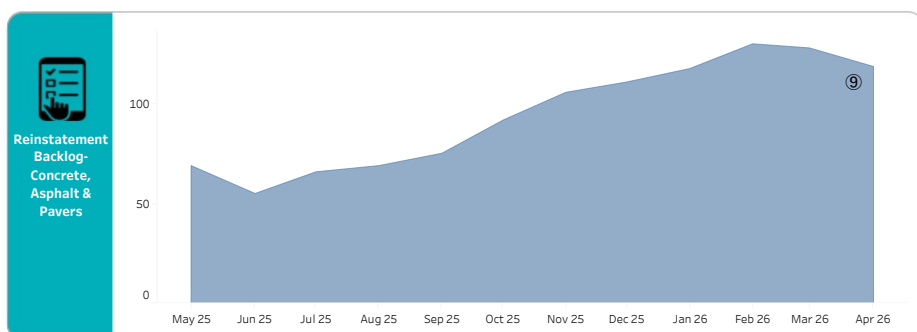
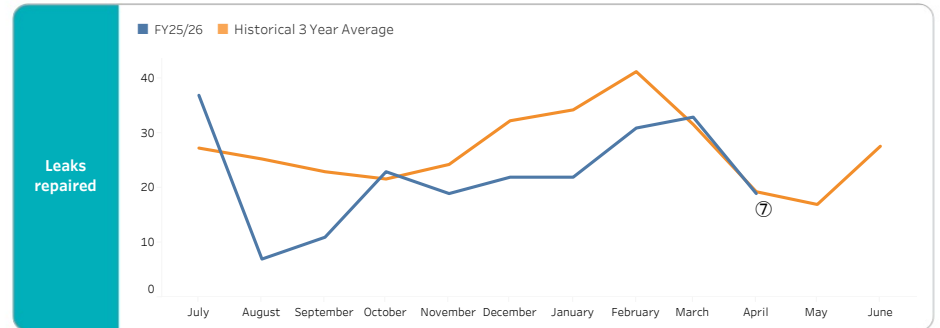
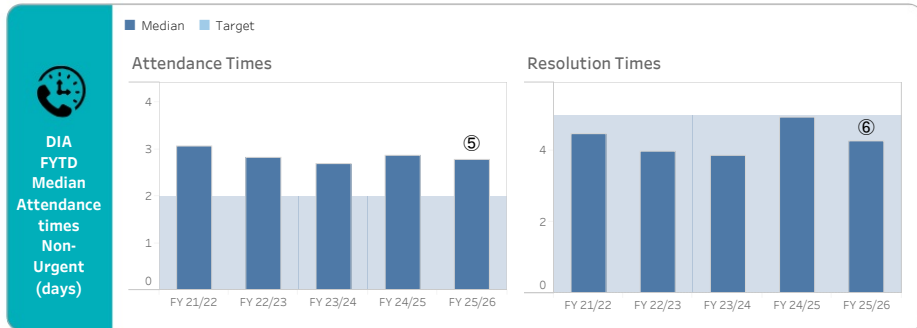


CUSTOMER SATISFACTION



Insights

①. Network faults have generally tracked at or below seasonal norms this year, with a recent uplift consistent with typical seasonal patterns.
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. ⑥. Non-urgent attendance and resolution performance remain outside target timeframes, likely reflecting sustained backlog pressure.
⑦. Repairs declined materially early in the year and, despite recent improvement, remain below historical seasonal levels.
⑧. Delivery strengthened through spring; with backlog declining from the summer peak as a result.
⑨. The reinstatement backlog has peaked in recent months.

*Also note that Report provides a snapshot in time. Analysis Date: 30/04/26



*The data provided is based on the best information available at the end of January reporting period.

Planned Maintenance Completion

8% Outstanding Q3TD

92% Completed Q3TD

983 Total Jobs

This includes most critical assets including pump stations, hydrants, reservoirs, SW inlets, WW manholes etc.

Reactive Backlog in Weeks

Rolling 12 Month Average

Drainage Water

TLOS 10 Weeks

12 Weeks Jan 26

The backlog is calculated based on crew surplus net productive hours per week: 65 hours for Wastewater and 172 hours for Water. The drainage backlog includes only blockages and overflow jobs. As of 31 January 2026, the current backlog is 21 weeks.

Cost of Maintenance

Rolling 12 Month Average

Reactive Maintenance

Bursts Leaks Blockage

TLOS Burst \$3425

TLOS Leak \$1683

TLOS Blockage \$1200

\$4090 Jan 26

\$1746 Jan 26

\$1076 Jan 26

Costs included: most expenses directly related to on-site repairs such as: traffic management, materials, plant, sub-contractor and reinstatement costs.

Planned Maintenance

Reservoirs Pump Stations

Planned Maintenance Cost Measure under further review

MCOS Pump Stations \$6431

MCOS Reservoirs \$4862

\$6431 June 25

\$4862 June 25

Planned maintenance cost is obtained from Fulton Hogan finance.

\$ Spent on Planned Maintenance vs. Reactive Maintenance (Opex)

Rolling 12 Month Average

Opex	Jan 26 Rolling	Percentage
Planned \$	\$888,022	22%
Reactive \$	\$3,140,088	78%
Total %	\$4,028,110	100%

This includes all planned and reactive expenses (Opex) but excludes monitoring, investigations, and Capex costs.

Proportion of Reactive \$ Spend on Rework

Q2 Reactive \$ Spent	\$7,741,843
Rework	\$232,255
Repair	\$7,509,588

The reactive spend comprises all reactive spend expensed on network unplanned maintenance. 3% of the reactive expenditure has been spent on rework so far in Q2 (Ending December 2025).

3% Rework

% Desktop Audits Completed

4% YTD Outstanding as at January

96% YTD Completed as at January

This measure provides Wellington Water with assurance regarding the quality of the work order information and, therefore, the quality of the data within Maximo.

% Timestamp Completion within 500m of Job

1208 Total Valid Jobs in January

329 (27%) Relevant timestamps not met

879 (73%) Relevant timestamps met

TLOS 75%

TLOS 95%

Breakdown of timestamp completion within 500m	Pass	Fail
On-site timestamp	83%	17%
Resolved timestamp (if applicable)	89%	11%
Job Complete timestamp	85%	15%

DIA Median Response & Resolution Times

Rolling 12 Month Median

Urgent in Minutes

Response Resolution

TLOS Resolution 330 Mins

190 mins Nov 25

TLOS Attendance 71 Mins

58 mins Nov 25

This is the median response & resolution times across all councils for Urgent jobs.

Non-Urgent in Days

Response Resolution

TLOS Resolution 10 days

7 days Jan 26

TLOS Attendance 2 days

2 days Jan 26

This is the median response & resolution times across all councils for Non-Urgent jobs.



*The data provided is based on the best information available at the end of Q3 reporting period.

Planned Maintenance Completion

15% Outstanding Q3

1070 Total Jobs

85% Completed Q3

This includes most critical assets including pump stations, hydrants, reservoirs, SW inlets, WW manholes etc.

Reactive Backlog in Weeks

Rolling 12 Month Average

Drainage Water

TLOS 10 Weeks

11 Weeks Jan 26

4 Weeks Jan 26

The backlog is calculated based on crew surplus net productive hours per week: 65 hours for Wastewater and 172 hours for Water. The drainage backlog includes only blockages and overflow jobs. As of 31 March 2026, the current backlog is 33 weeks.

Cost of Maintenance

Rolling 12 Month Average

Reactive Maintenance

Bursts Leaks Blockage

TLOS Burst \$3425

TLOS Leak \$1683

TLOS Blockage \$1200

\$4268 Mar 26

\$1706 Mar 26

\$1110 Mar 26

Costs included: most expenses directly related to on-site repairs such as: traffic management, materials, plant, sub-contractor and reinstatement costs.

Planned Maintenance

Reservoirs Pump Stations

Planned Maintenance Cost Measure under further review

MCOS Pump Stations \$6431

MCOS Reservoirs \$4862

\$6431 June 25

\$4862 June 25

Planned maintenance cost is obtained from Fulton Hogan finance.

\$ Spent on Planned Maintenance vs. Reactive Maintenance (Opex)

Rolling 12 Month Average

Opex	March Rolling	Percentage
Planned \$	\$850,743	22%
Reactive \$	\$3,066,215	78%
Total %	\$3,916,958	100%

This includes all planned and reactive expenses (Opex) but excludes monitoring, investigations, and Capex costs.

Proportion of Reactive \$ Spend on Rework

Q3 Reactive \$ Spent	\$8,480,417
Rework	\$139,392
Repair	\$8,619,809

1.6% Rework

The reactive spend comprises all reactive spend expended on network unplanned maintenance. 1.6% of the reactive expenditure has been spent on rework so far in Q3 (Ending March 2026).

Monthly Trend

% Desktop Audits Completed

14% Outstanding as at March

86% Completed as at March

This measure provides Wellington Water with assurance regarding the quality of the work order information and, therefore, the quality of the data within Maximo.

% Timestamp Completion within 500m of Job

1447 Total Valid Jobs in March

460 (32%) Relevant timestamps not met

987 (68%) Relevant timestamps met

TLOS 75%

Breakdown of timestamp completion within 500m	Pass	Fail
On-site timestamp	79%	21%
Resolved timestamp (if applicable)	85%	15%
Job Complete timestamp	81%	19%

DIA Median Response & Resolution Times

Rolling 12 Month Median

Urgent in Minutes

Response Resolution

TLOS Resolution 330 Mins

177 mins Mar 26

TLOS Attendance 71 Mins

58 mins Mar 26

This is the median response & resolution times across all councils for Urgent jobs.

Non-Urgent in Days

Response Resolution

TLOS Resolution 10 days

7 days Mar 26

TLOS Attendance 2 days

3 days Mar 26

This is the median response & resolution times across all councils for Non-Urgent jobs.



Komiti Ngā Wai Hangarua Wellington Water Committee

15 May 2026

Report no: WWC2026/3/38

Wellington Water Limited shares transfer and amalgamation with Tiaki Wai

Purpose of Report

1. To provide an overview of the process for the transfer of Wellington Water shares and amalgamation with Tiaki Wai, and considerations for the Wellington Water Committee.

Recommendations

That the Committee:

- (1) receives and notes the report; and
- (2) notes that the process will be the responsibility of individual shareholder councils, the Wellington Water Limited Board and the Tiaki Wai Board.

Background

2. In mid-2025, Greater Wellington Regional Council, Hutt City Council, Porirua City Council, Wellington City Council, and Upper Hutt City Council (the Tiaki Wai Shareholding Councils) agreed to establish a new water services council-controlled organisation to deliver drinking water, wastewater, and stormwater services across the Metropolitan Wellington Area.
3. Tiaki Wai was incorporated in November 2025 as a Water Organisation under the Local Government (Water Services) Act 2025. As set out in the Partners Agreement and Statement of Expectations, Tiaki Wai will assume responsibility for water services across the Wellington Metropolitan Area from 1 July 2026.
4. Wellington Water has been working closely with Tiaki Wai and the Shareholding Councils to support a successful transfer on that date.

5. Separately, South Wairarapa District Council resolved in mid-2025 to exit as a shareholder of Wellington Water and instead join Waiti Waters – Wairarapa Tararua, a water organisation owned by South Wairarapa District Council, Carterton District Council, Masterton District Council, and Tararua District Council. South Wairarapa District Council's water services will transfer to Waiti Waters on 1 July 2027.
6. To ensure continuity of water services from 1 July 2026 to 1 July 2027, SWDC has entered into a services agreement with City Care Limited. This arrangement means SWDC will no longer require Wellington Water's services from 30 June 2026.

Process to effect the share buy back and amalgamation

7. Wellington Water Limited is currently jointly owned by the Shareholding Councils and South Wairarapa District Council (SWDC). To give effect to the shareholders' direction, a defined sequence of legal steps must be completed for the amalgamation of Wellington Water with Tiaki Wai.
8. The process involves three principal stages, each of which is a condition precedent to the next: SWDC Share Buyback and Cancellation, Transfer of Remaining Shares to Tiaki Wai and finally amalgamation of Wellington Water and Tiaki Wai.
9. Step one is the SWDC Share Buyback and Cancellation to exit SWDC as a shareholder. The most efficient mechanism – avoiding the need for Shareholding Councils to purchase and finance the acquisition of SWDC's shares – is for Wellington Water to buy back and cancel the SWDC shares in accordance with Wellington Water's Constitution, the Companies Act 1993 and the Shareholders Agreement.
10. Each remaining Shareholding Council must consider and pass the required resolutions at its own governance meeting. Note these are generically drafted resolutions for each Council to include as appropriate for their own decision-making environment:
 - i. Notes that the share buyback is a prerequisite to the subsequent transfer of Wellington Water Limited shares to Tiaki Wai and the intended amalgamation of Wellington Water Limited with Tiaki Wai;*
 - ii. Approves the buyback and cancellation of the SWDC Shares;*
 - iii. Authorises the Council to be a party to the unanimous entitled persons agreement required to approve the buyback and cancellation of the SWDC Shares;*
 - iv. Approves the amalgamation of Wellington Water with Tiaki Wai immediately following completion of the transfers contemplated under the Transfer Agreement;*
 - v. Delegates authority to the [Chief Executive / Mayor / Chair] to finalise and execute all necessary documentation to give effect to the share buyback and cancellation, with delegation to allow non-material changes to the final agreed terms for the share buyback;*

- vi. Delegates to the [Chief Executive / Mayor / Chair] the power to approve and execute all documents required in connection with, and to give effect to, the share buyback and intended amalgamation;*
11. Once all Councils have passed their resolutions, the necessary mandate will be in place for legal execution to proceed. Currently, the timing of the Council meetings ranges from 13 May through to 28 May 2026, with Wellington City Council and South Wairarapa District Council being the last Councils to pass their resolutions.
 12. Passing of council resolutions delegates permission for the shareholding Council's delegated representative to execute the entitled persons' certifications. It has previously been contemplated that the Wellington Water Committee would execute these documents. Either option would be permissible under the shareholders' agreement; however, councils have chosen to give specific delegation in this case.
 13. On completion of the shareholding Council steps, the Wellington Water Board will need to pass a special resolution approving the buyback and cancellation of SWDC's shares, and satisfy the Companies Act solvency requirements. Every director who votes in favour must sign a solvency certificate, confirming that Wellington Water Limited will satisfy the solvency test immediately following the buyback.
 14. Following the Board approval, the required documentation will be filed with the Companies Office, and the Wellington Water share register will be updated within 10 working days (prior to 25 June 2026).
 15. Upon completion of the buyback and cancellation, the Shareholding Councils will transfer their shares in Wellington Water to Tiaki Wai pursuant to the Transfer Agreements agreed by each respective Council.
 16. This is brought to effect by the second part of the Shareholding Council resolutions approving the amalgamation of Wellington Water with Tiaki Wai immediately following completion of the transfers contemplated under the Transfer Agreement.
 17. Both Wellington Water and Tiaki Wai Boards will need to pass a special resolution approving the amalgamation of Wellington Water into Tiaki Wai and satisfy the Companies Act solvency requirements. Every director who votes in favour must sign a solvency certificate, confirming that Tiaki Wai will satisfy the solvency test immediately following the buyback. We understand that Tiaki Wai is procuring independent professional advice to be provided to both Boards to rely on to fulfil this requirement.
 18. Under the Companies Act, Wellington Water must notify secured creditors at least 20 working days before the amalgamation effective date. There are approximately 90 secured creditors. Working back from 1 July 2026, that is 3 June 2026, this is prior to the Board meeting on 11 June 2026. As all councils will have completed their Transfer Agreement votes by this date, the risk of distributing notices before Board decisions are finalised is mitigated.

19. Finally, Companies Office filing will need to occur, filing the certified documents and updating the share register. Once completed, Wellington Water and Tiaki Wai will then be amalgamated, with Tiaki Wai as the surviving entity.
20. On effect of amalgamation, the Shareholder Agreement will be terminated. The Wellington Water Committee will no longer have a governance role as Wellington Water will no longer exist as its own entity. Preliminary legal advice suggests that the Wellington Water Committee can then be closed down by resolution by each council, which can be completed in August before the next planned Wellington Water Committee meeting.

Legal Framework for the Buyback of SWDC shares

21. Wellington Water's constitution permits the buyback of shares. Under the Companies Act 1993, the following requirements apply:
 - i. Shareholder approval – All entitled persons (shareholders) must approve the buyback. In this case, this has been delegated to a specified Shareholding Council representative in their Council resolutions. Cancellation will proportionately increase the relative shareholdings of the remaining Shareholding Councils.
 - ii. Board resolution – The Wellington Water Board must resolve to approve the buyback and cancellation.
 - iii. Solvency certification – Each director of the Wellington Water Board voting in favour of the buyback must sign a certificate confirming that Wellington Water will satisfy the solvency test immediately following the buyback.
22. The buyback must be completed before any transfer of Wellington Water shares to Tiaki Wai.

Role of the Wellington Water Committee

23. Under the current transitional arrangements, the Wellington Water Committee, as a whole committee, has no formal legal role in the buyback and amalgamation process. However, individually shareholding Councils and Mana Whenua representatives have an individual role in the approval or granting of consent.
24. Council approval is required because the decision relates to each Council's role as a shareholder in a council-controlled organisation. Unanimous shareholder approval (via an entitled persons agreement) is required for a share buyback. It was originally contemplated that Committee representatives would execute the entitled persons agreement on behalf of the Shareholding Councils. However, each Council has now drafted and plans to pass resolutions specifically delegating authority to execute the entitled persons agreement to either the Mayor or Chief Executive (depending on the council).

25. Mana whenua partner entities will need to agree to the termination of the Wellington Water Shareholders Agreement, and we will work directly with MWPE representatives on this.
26. On termination of the shareholder agreement, there will be no governance role remaining for the Wellington Water Committee, and therefore, it will need to be disbanded.

Next steps

27. There will be a report prepared for councils to formally discharge the Wellington Water Committee under Schedule 7 of the LGA, which will be consequential on the amalgamation of Wellington Water and Tiaki Wai.
28. Tiaki Wai will continue to report to the Partners' Committee.

Climate Change Impact and Considerations

29. 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: Elizabeth Steel
Wellington Water Limited