



KOMITI NGĀ WAI HANGARUA WELLINGTON WATER COMMITTEE

6 March 2026

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

Friday 13 March 2026 commencing at 10:00 am

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

Membership

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

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

Wellington Water Committee

Terms of Reference

Purpose

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

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

Status

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

Specific responsibilities

The Committee's responsibilities are:

Governance oversight responsibilities

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

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

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

Membership

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

Chairperson

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

Quorum

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

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

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

Alternates

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

Other Shareholder attendee

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

Decision-making

The Committee will strive to make all decisions by consensus.

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

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

Secretariat services

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

Standing Orders

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

Remuneration

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

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

Administration

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

Duration of the Committee

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

Appendix

Common delegations by Shareholders

Governance oversight responsibilities

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

Shareholders' responsibilities

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

KOMITI NGĀ WAI HANGARUA | WELLINGTON WATER COMMITTEE

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

ORDER PAPER

PUBLIC BUSINESS

1. OPENING FORMALITIES - KARAKIA KAUNIHERA

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

2. APOLOGIES

No apologies have been received.

3. PUBLIC COMMENT

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

4. CONFLICT OF INTEREST DECLARATIONS

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

5. MINUTES

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

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6. CHAIR'S STATEMENT

A verbal statement by the Chair of the Wellington Water Committee

7. **COMPANY AND GOVERNANCE UPDATE**

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

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

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

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

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

10. **INFORMATION ITEM**

Wellington Water Committee Forward Programme 2026

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

11. **QUESTIONS**

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

12. **EXCLUSION OF THE PUBLIC**

CHAIR'S RECOMMENDATION:

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

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

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

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

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

Kate Glanville
 SENIOR DEMOCRACY ADVISOR
 HUTT CITY COUNCIL

KOMITI NGĀ WAI HANGARUA | WELLINGTON WATER COMMITTEE

Minutes of a meeting held in the Council Chambers, Level 2, 30 Laings Road,
Lower Hutt on
Friday 12 December 2025 commencing at 10:00am

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

PRESENT:

- Cr R Connelly, Greater Wellington Regional Council (Chair)
- Cr S Edwards, Hutt City Council (Deputy Chair)
- Mayor A Little, Wellington City Council
- R Faulkner, Te Rūnanga O Toa Rangatira
- Mayor A Baker, Porirua City Council
- Mayor F Wilde, South Wairarapa District Council (via audio-visual link)
- Mayor P Zee, Upper Hutt City Council

APOLOGIES: H Modlik and A Rutene

IN ATTENDANCE:

- Mayor K Laban, Hutt City Council (part meeting)
- W Walker, Chief Executive, Porirua City Council
- J Miller, Chief Executive, Hutt City Council
- M Prosser, Chief Executive, Wellington City Council
- J Smith, Chief Executive, South Wairarapa District Council (via audio-visual link)
- K Glanville, Senior Democracy, Hutt City Council

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

PUBLIC BUSINESS

1. **OPENING FORMALITIES - KARAKIA KAUNIHERA**

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He oranga tangata	<i>Thriving people</i>
Haumi e, hui e Taiki e!	<i>Connected, united, affirmed!</i>

2. **APOLOGIES**

RESOLVED: (Mayor Zee/Cr Connelly)

Minute No. WWC 25501

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

3. **PUBLIC COMMENT**

There was no public comment.

4. **CONFLICT OF INTEREST DECLARATIONS**

There were no conflicts of interest declarations.

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

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

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

RESOLVED: (Mayor Baker/Mayor Zee)

Minute No. WWC 25502

That the Committee:

- (1) receives and notes the information;*
- (2) adopts voting system B (election by the greatest number of votes) for the election of the Committee Chair and Deputy Chair; and*
- (3) agrees that, in the event of a tie under voting system B, the candidate to be elected shall be resolved by lot as described in section 14 of this report."*

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

RESOLVED: (Mayor Baker/Mayor Zee)

Minute No. WWC 25503

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

The Chair thanked members for her nomination and support.

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

RESOLVED: (Mayor Zee/Mayor Baker)

Minute No. WWC 25504

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

6. COMPANY AND GOVERNANCE UPDATE

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

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

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

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

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

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

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

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

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

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

RESOLVED: (Cr Connelly/Mayor Baker)

Minute No. WWC 25505

"That the Committee:

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

7. **MEETING SCHEDULE 2026**

Memorandum dated 27 November 2025 by the Senior Democracy Advisor

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

RESOLVED: (Cr Connelly/Mayor Zee)

Minute No. WWC 25506

"That the Committee:

- (1) *agrees to the meeting schedule for the Wellington Water Committee for 2026 as follows:-*
 - (a) *Friday, 13 March 2026, commencing at 10.00am followed by a workshop at a venue to be confirmed;*
 - (b) *Friday, 29 May 2026, commencing at 10.00am followed by a workshop at a venue to be confirmed; and*
- (2) *notes that an additional meeting may be required in June or July 2026, with a date to be confirmed."*

8. INFORMATION ITEM

Wellington Water Committee Forward Programme 2026

Memorandum dated 4 November 2025 by the Senior Democracy Advisor

RESOLVED: (Cr Connelly/Cr Edwards)

Minute No. WWC 25507

"That the Committee receives and notes the attached draft Forward Programme and future workshop topics for the Wellington Water Committee for 2026, as detailed in Appendix 1 of the memorandum."

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

9. QUESTIONS

There were no questions.

10. CLOSING FORMALITIES - KARAKIA WHAKAMUTUNGA

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

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

Cr R Connelly
CHAIR

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



Komiti Ngā Wai Hangarua Wellington Water Committee

26 February 2026

Report no: WWC2026/1/20

Company and Governance Update

Purpose of Report

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

Recommendation

That the Committee receives and notes the report.

How to read this report

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

Governance Update

3. Nick Leggett stood down as Board Chair on 16 February 2026, and the Board has appointed Bill Bayfield as the new Chair.
4. The key Governance conversations held and actions taken by the Board of Wellington Water (Board) since the last meeting of the Wellington Water Committee (Committee) include:
 - a) Adopted the Half-year Report for the six months ended 31 December 2025;
 - b) Received an update on the Culture and Value for Money Improvement Plan (provided to the Committee as Appendix 1);
 - c) Gave approval to enter Phase Zero of the Technology Systems Investment Programme.

Summary of Performance

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

The Water Committee Priorities

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

10. The transition of the delivery of water services to Tiaki Wai is expected to take place on 1 July 2026. As a result, our resources are increasingly being directed to support this crucial work.
11. Wellington Water continue to support the Tiaki Wai Establishment Team, including establishment planning and alignment of work on technology systems investment. Work is underway on completing the legal transfer questionnaire, contributing to the Water Services Strategy, customer contact planning and getting ready for Day One operations. There is a lot of work still to be done in these areas, and in reviewing the draft transfer agreements and service level agreements between councils and Tiaki Wai to provide assurance that they will include the necessary elements for Tiaki Wai to operate successfully.

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

Sustainable water supply and reducing consumption

Current state and risk during summer

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

Risks to current supply

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

Longer term planning for sustainable supply

18. We are working with the Tiaki Wai Establishment Team to ensure that the Water Services Strategy allows for the investment required for a sustainable supply of water into the future. This includes the 'keep-reduce-add' (KRA) strategy for the water supply system that identified a combination of water loss reduction (keep), demand management (reduce) and water supply augmentation (add) as the most cost-effective means of meeting operational and environmental objectives.
19. The KRA strategy has been incorporated into a Bulk Drinking Water Programme Case (BDWIC). This has been presented to the Wellington Water and Tiaki Wai Boards, and we are working through their feedback.
20. The Stage 1 Water Metering Business Case has also been presented to the Wellington Water and Tiaki Wai Boards. Future decisions around implementation will be made by Tiaki Wai, and we are working to flesh out and address their feedback. The roadmap and decision-making pathway for metering will be outlined in the Water Services Strategy.

Regulatory performance

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

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

Operational Achievements and Issues

People

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

Health & Safety

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

Wellington Water Corporate Budget

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

Opex Delivery

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

Capex Delivery

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

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

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

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

Treatment Plants performance

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

Growth update

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

Environmental Water Quality update

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

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

Net Zero Carbon update

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

Technology Systems

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

Taita Rock

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

Climate Change Impact and Considerations

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

Appendices

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

Author: Natalie Crane, Wellington Water Limited



Wellington Water Commerce Commission Foundational Information Disclosure

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

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

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



Wellington Water Commerce Commission Foundational Information Disclosure

2. Summary of Updates to Objectives and Quarterly Actions

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

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



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



Wellington Water Commerce Commission Foundational Information Disclosure

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

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Wellington Water Commerce Commission Foundational Information Disclosure

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



Wellington Water Commerce Commission Foundational Information Disclosure

Updated Quarterly Actions		Version 1 (Obsolete)	Version 2	Version 1 (Obsolete)	Version 2	Version 1 (Obsolete)	Version 2
Ref	Objective <i>(red font - addition Dec 2025)</i>	Action (Q2 2025/26)	Action (Q2 2025/26)	Action (Q3 2025/26)	Action (Q3 2025/26)	Action (Q4 2025/26)	Action (Q4 2025/26)
3.2b	The Code of Conduct is reviewed to include positive, value-reinforcing behaviours across the organisation	Implement Changes	Implement changes		Objective completed in Q2. No further work required. Will be superseded by Tiaki Wai Code of Conduct.		Objective completed in Q2. No further work required. Will be superseded by Tiaki Wai Code of Conduct.
3.2c	Review the existing Protected Disclosures 'Speak up' Policy, including disclosure requirements that extend beyond just staff, and the Items of Significance Policy to ensure they are easily understood and have mechanisms in place to use.	Implement changes <i>Deliver training and awareness of policies</i>	Review significance policy		Deliver training and awareness of Protected Disclosures ("Whistleblowers") policy.		
3.3d	3.3d: Simplify the internal management framework by reviewing existing Management Committee Framework and implement changes				Updated list of current management committees and terms of reference.		



Wellington Water Commerce Commission Foundational Information Disclosure

Updated Quarterly Actions		Version 1 (Obsolete)	Version 2	Version 1 (Obsolete)	Version 2	Version 1 (Obsolete)	Version 2
Ref	Objective <i>(red font - addition Dec 2025)</i>	Action (Q2 2025/26)	Action (Q2 2025/26)	Action (Q3 2025/26)	Action (Q3 2025/26)	Action (Q4 2025/26)	Action (Q4 2025/26)
4.1a	The 2022 Phase 1 response focused on restoring full fluoridation to the Wellington region's drinking water supply with containerised solutions with a lifespan of 7 years. This has given time for Phase 2 to be well planned and invested in through the LTP. The objective is to establish permanent fluoride dosing systems at all four Drinking Water Treatment Plants, ensuring they are safe for operators and capable of consistently meeting WWL's fluoride performance targets.	Develop a multi-year programme of work and associated business case	Undertake optioneering and develop a multi-year programme of work to replace existing fluoridation systems.	Develop a multi-year programme of work and associated business case	Progress preferred solution.	Develop a multi-year programme of work and associated business case.	Progress preferred solution.
4.2a	Improve Wastewater Treatment Plant compliance.		To provide assurance to the Wellington Water Board that the compliance projects are on track and regulatory enforcement is avoided.		To provide assurance to the Wellington Water Board that the compliance projects are on track and regulatory enforcement is avoided.		To provide assurance to the Wellington Water Board that the compliance projects are on track and regulatory enforcement is avoided.



Wellington Water Commerce Commission Foundational Information Disclosure

Updated Quarterly Actions		Version 1 (Obsolete)	Version 2	Version 1 (Obsolete)	Version 2	Version 1 (Obsolete)	Version 2
Ref	Objective <i>(red font - addition Dec 2025)</i>	Action (Q2 2025/26)	Action (Q2 2025/26)	Action (Q3 2025/26)	Action (Q3 2025/26)	Action (Q4 2025/26)	Action (Q4 2025/26)
4.3a	Strengthen financial controls including large purchase orders, automatic payments of invoices, approvals for spending and payment (including Alliance statement of claim), financial system access, stop disclosing operational and capital budget information	No statement of claims.	No statement of claims.	Report	Report back on improvements	Report	Leave blank
4.3b	Reduce the conflicts of interest in key roles associated with the consultant panel through building internal project management capacity and ensuring client project managers are independent from the panel.	Make an assessment of how the conflict is managed.	Build internal competency and standard of practice with clear responsibility for oversight of external project manager performance,		Build internal competency and standard of practice with clear responsibility for oversight of external project manager performance,		Make an assessment of how the conflict is managed.
4.3c	Implement a comprehensive set of company-wide delegations.	Review effectiveness of new delegations.	.		Completed in Q2		Completed in Q2



Wellington Water Commerce Commission Foundational Information Disclosure

Updated Quarterly Actions		Version 1 (Obsolete)	Version 2	Version 1 (Obsolete)	Version 2	Version 1 (Obsolete)	Version 2
Ref	Objective <i>(red font - addition Dec 2025)</i>	Action (Q2 2025/26)	Action (Q2 2025/26)	Action (Q3 2025/26)	Action (Q3 2025/26)	Action (Q4 2025/26)	Action (Q4 2025/26)
4.3d	Increase transparency and quality of delivery/investment planning information shared with Councils. Standardised approach to contingency management (for programmes of capital investment and delivery provided to Councils), including separate line for corporate costs for increased transparency		Review the management of contingency for programmes of capital investment.		Completed in Q4 2024/25		Completed in Q4 2024/25



Wellington Water Commerce Commission Foundational Information Disclosure

3. Objectives that will endure into Tiaki Wai

Ref	Objective
1.1a	Update and develop technology systems and increase capability - Technology Systems Investment Programme
1.1d	Create and implement a change framework for coordinated and systematic delivery of changes
3.1a	Implement improvements to asset management practice with a no-regrets basis. Establish an Investment Delivery Executive Oversight (IDEO) Group to stabilise the capital programme, strengthen accountability, and create a single, integrated investment system across Strategy & Planning, Delivery, Finance, and Operations.
3.1b	Document a process and control framework that outlines the key elements and workflows that are involved in running a water services organisation and implement changes to critical assurance and control processes identified through internal audit.
4.2a	Improve Wastewater Treatment Plant compliance.

Wellington Water Strategic Outcome 1: Wellington Water is a strong and capable organisation ready to fold into a new asset-owning entity

We will enhance organisational capability in the lead-up to the new entity.

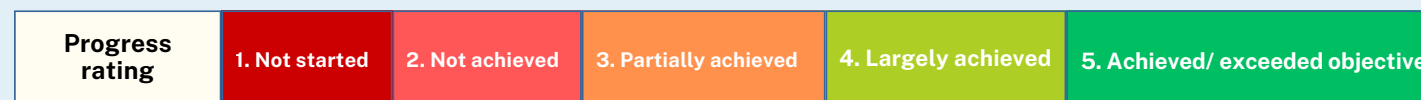
No changes to objectives.

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

Wellington Water Strategic Outcome 1: Wellington Water is a strong and capable organisation ready to fold into a new asset-owning entity
We will enhance organisational capability in the lead-up to the new entity.

Changes to objectives noted in red.



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

Wellington Water Strategic Outcome 1: Wellington Water is a strong and capable organisation ready to fold into a new asset-owning entity
We will enhance organisational capability in the lead-up to the new entity.

No changes to objectives.



Objective	Objective performance	Forecast progress rating to 30 June 2026 <i>Overall objective</i>	Q2 action	Quarterly action performance	Progress rating Q2 Action
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Outcome 1.1: We will enhance organisational capability in the lead-up to the new entity

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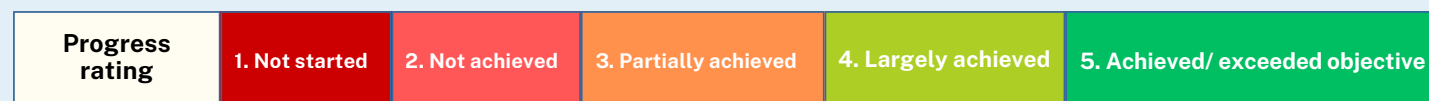
Outcome 2.1: Strengthen mechanisms for demonstrating value for money

2.1a: Create healthy competition and establish clear benchmarks for what jobs should cost in the open market through putting more projects and contracts out to competitive bidding	Our progress towards the 30 June 2026 goal is on track to largely achieve objective. We are now starting the development of FY26/27 portfolios and associated planning and design activities.	4. Largely achieved	Competitive tension in all work - professional services and construction contracts. Adjust procurement approached as benchmarks established.	Projects and contracts delivered in Q2 2025/26 have continued to operate under commercial tension, with a mix of open and closed tenders issued via GETS in accordance with procurement principles and policy. Data capture and analysis processes have progressed further during the quarter, improving the consistency and visibility of procurement activity and commercial performance across the programme. Action not taken: Full implementation of end-to-end procurement reporting and completion of all capability training. Why: Further refinement is still required to fully embed new processes, confirm consistent reporting metrics, and align capability development with the evolving procurement framework. This work is being deliberately staged to ensure sustainable adoption. When will be completed: Training and capability uplift remain ongoing and form part of the established operating rhythm through the remainder of the 2025/26 financial year.	3. Partially achieved
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Wellington Water Strategic Outcome 2: Water services are affordable and provide value

Strengthened mechanisms for demonstrating value for money, strengthen the control and oversight of our suppliers and strengthen commercial and procurement competency and capability across the organisation that drives a focus on delivery of value for money.

No changes to objectives.



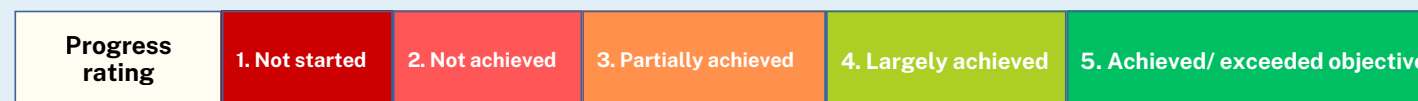
Objective	Objective performance	Forecast progress rating to 30 June 2026 <i>Overall objective</i>	Q2 action	Quarterly action performance	Progress rating Q2 Action
Outcome 2.2: Strengthen the control and oversight of our suppliers					
2.2a: Implement value-focused performance metrics and regular reviews of performance against these for consultants and contractors	Our progress towards the 30 June 2026 goal remains on track. The new process and system are being finalised to track contractors and consultants' performance.	5. Achieved/ exceeded objective	Contractors and consultant performance assessed through contract delivery performance	Tendering continues to be undertaken in accordance with the procurement policy, with open tendering driving value for money outcomes. Contracts are managed and supervised in line with the Construction Contracts Act and NZS391 requirements, with payments made only where works are completed in accordance with specifications and contract conditions. Development of value-focused metrics and performance KPIs has progressed during the quarter and is expected to be implemented in Q3 2025/26.	3. Partially achieved
2.2b: Implement a value-focussed performance framework for the Operations and Maintenance Alliance that also includes pain/gain sharing	Further Alliance Performance metrics are under development and will be implemented and reported to the Programme Alliance Board as BAU.	5. Achieved/ exceeded objective	Performance of the Alliance is published and briefed to the Wellington Water Board	Implemented - Programme Alliance Board Quarterly reporting to Wellington Water Board and Water Committee is now in place. Final data points revised to improve data quality.	5. Achieved/ exceeded objective

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

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

Strengthened mechanisms for demonstrating value for money, strengthen the control and oversight of our suppliers and strengthen commercial and procurement competency and capability across the organisation that drives a focus on delivery of value for money.

No changes to objectives.



Objective	Objective performance	Forecast progress rating to 30 June 2026 <i>Overall objective</i>	Q2 action	Progress made this quarter	Progress rating Q2 Action
Outcome 2.3: Strengthen commercial and procurement competency and capability across the organisation that drives a focus on delivery of value for money					
2.3a: Strengthen the Commercial and Procurement competency and functions for Wellington Water	<p>The updated procurement thresholds will strengthen competitive sourcing by enabling direct procurement up to \$100k, requiring closed tendering with three suppliers for \$100k–\$500k, and mandating open tendering above \$500k with Procurement Decision Making Committee oversight from \$1m.</p> <p>These settings are expected to further reduce exemptions, support earlier planning, and maintain strong visibility through embedded monthly ELT reporting.</p> <p>Procurement training begins in January 2026 and will focus on applying the new thresholds, improving planning behaviours, and ensuring consistent use of competitive processes. The training is expected to lift organisational capability, reduce process variation, and support sustained value-for-money outcomes.</p>	4. Largely achieved	Start assessment of progress with strengthening the procurement competency and adjust.	<p>Updated procurement thresholds now require: direct sourcing up to \$100k, closed tendering with three suppliers for \$100k–\$500k, and open tendering for all procurements above \$500k, with Procurement Decision Making Committee oversight from \$1m+.</p> <p>Open-market tendering has strengthened across the organisation, with 25+ tenders released between August–November 2025 (values ranging from <\$1m to \$10m) and a consistent monthly pipeline of 38–50 projects in planning. Monthly ELT reporting is now embedded, providing visibility of tenders, exemptions, and contract awards and improving governance confidence.</p> <p>Exemptions have reduced materially from 24 in July to 4 in November 2025 and the exemption-to-tender ratio has improved from 24:5 to 4:9 over the same period.</p> <p>Procurement training and guidance materials are being prepared to support the organisation.</p>	4. Largely achieved

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

Wellington Water Strategic Outcome 3: Communities receive reliable three waters services

Orthodox organisational model with clear purpose and lines of accountability, a strengthened culture of raising issues and overall awareness of controls, and strengthened governance oversight and assurance internally and externally.

Changes to objectives noted in red.

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

<p>3.1a: Implement improvements to asset management practice with a no-regrets basis covering the following: –Implementation of asset management framework –Supporting Technology Systems Investment –Data quality</p> <p>Establish an Investment Delivery Group Executive Oversight (IDEO) Group to stabilise the capital programme, strengthen accountability, and create a single, integrated investment system across Strategy & Planning, Delivery, Finance, and Operations.</p>	<p>Asset Management Engineers will be in place with a work programme.</p> <p>Investment Delivery Executive Oversight (IDEO) Committee will continue coordinating asset and capital programmes.</p>	4. Largely achieved	<p>Resource the asset management functions for oversight of asset management, monitoring and investment prioritisation.</p> <p>Establish Investment Delivery Executive Oversight (IDEO) Group</p>	<p>Wellington Water developed an Asset Management Framework in November 2025. An Investment Delivery Executive Oversight (IDEO) Committee has been established with an independent Chair.</p> <p>The purpose of this group is to provide unified executive governance and assurance across Wellington Water’s end to end investment and asset management system.</p> <p>In December 2025, approval was given for the recruitment of an additional seven FTE for asset management. This additional resource will have operational responsibility and oversight of asset management, monitoring, and prioritisation.</p> <p>The Technology Systems Investment programme has completed the RFP and discussions are underway with the preferred provider.</p>	3. Partially achieved
<p>3.1b: Document a process and control framework that outlines the key elements and workflows that are involved in running a water services organisation and implement changes to critical assurance and control processes identified through internal audit</p>	<p>Implementing changes to critical assurance control processes will be an ongoing activity for Wellington Water. This coincides with the Technology Systems Investment programme and the significant change and maturity uplift that will be ongoing.</p>	3. Partially achieved	<p>Critical process improvements</p>	<p>Critical process improvements identified - financial; asset management; and technology systems.</p> <p>Action not taken: Formal process improvements.</p> <p>Why: Resourcing and restructuring within critical functional areas and other change and transformation activities in the business.</p> <p>Expected to commence Q3 2025/26 with ongoing work to improve maturity over time.</p>	3. Partially achieved
<p>3.1c: Develop and implement group purpose statements</p>	<p>Group purpose statements have been developed and implemented.</p>	5. Achieved/ exceeded objective	<p>No further action required</p>	<p>All actions have been completed in Q1 2025/26. No further action required.</p>	5. Achieved/ exceeded objective

Wellington Water Strategic Outcome 3: Communities receive reliable three waters services

Orthodox organisational model with clear purpose and lines of accountability, a strengthened culture of raising issues and overall awareness of controls, and strengthened governance oversight and assurance internally and externally.

No changes to objectives.

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

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

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

Wellington Water Strategic Outcome 3: Communities receive reliable three waters services

Orthodox organisational model with clear purpose and lines of accountability, a strengthened culture of raising issues and overall awareness of controls, and strengthened governance oversight and assurance internally and externally.

No changes to objectives.

Progress rating	1. Not started	2. Not achieved	3. Partially achieved	4. Largely achieved	5. Achieved/ exceeded objective
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Objective	Objective performance	Forecast progress rating to 30 June 2026 Overall objective	Q2 action	Quarterly action performance	Progress rating Q2 Action
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Outcome 3.2: Strengthened culture of raising issues and overall awareness of controls

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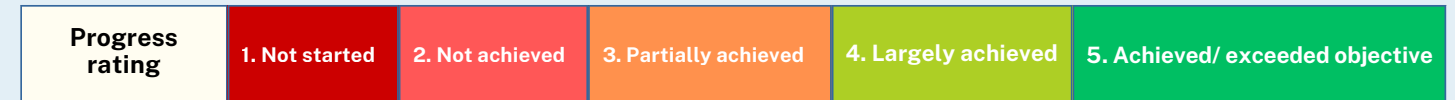
Outcome 3.3: Strengthen governance oversight and assurance internally and externally

<p>3.3a: Improve assurance through improving the quality and content of information provided to, and reporting products from, the Risk and Assurance function</p>	<p>Within the resources allocated, we have uplifted assurance and performance reporting to Executive Leadership and Board and Commerce Commission. Stronger focus applied to assurance of the quality and content of information provided by the organisation.</p>	<p>4. Largely achieved</p>	<p>Assurance provided to Wellington Water Board over the implementation of the Improvement Plan</p>	<p>Improvement Plan performance and assurance process have been implemented. Reporting of plan and performance were provided to the Wellington Water Board and Wellington Water Committee. Additional assurance provided through the internal audit programme with a focus on corporate financial transactions and controls, Alliance financial cost, procurement and purchasing, contract management, fraud and sensitive expenditure, and capital project management.</p> <p>Internal audit programme is on track to deliver assurance and performance insight to the Audit committee.</p>	<p>4. Largely achieved</p>
<p>3.3b: Report on the implementation of the Improvement Plan</p>	<p>Implementation of the improvement plan reported as required. Strengthened oversight through multiple external parties an publishing information on external Wellington Water website.</p>	<p>5. Achieved/ exceeded objective</p>	<p>Performance is published and briefed to the Wellington Water Board and Water Committee</p>	<p>Performance has been reported to the Water Committee on 12 December 2025, and the Wellington Water Board on 25 November 2025 . The Water Committee papers are available via Hutt City Council’s website. Performance reporting is published via the Performance and Reporting webpage on the Wellington Water website.</p>	<p>5. Achieved/ exceeded objective</p>

Wellington Water Strategic Outcome 3: Communities receive reliable three waters services

Orthodox organisational model with clear purpose and lines of accountability, a strengthened culture of raising issues and overall awareness of controls, and strengthened governance oversight and assurance internally and externally.

No changes to objectives.

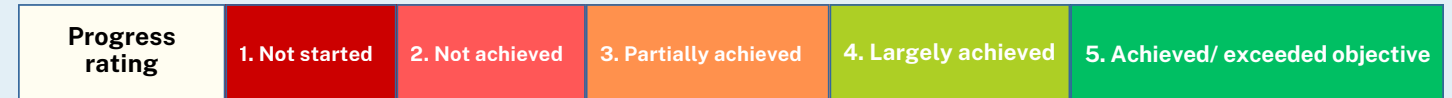


Objective	Objective performance	Forecast progress rating to 30 June 2026 <i>Overall objective</i>	Q2 action	Quarterly action performance	Progress rating Q2 Action
Outcome 3.3: Strengthen governance oversight and assurance internally and externally					
3.3c: Meet the Foundational Information Disclosure Requirements from the Commerce Commission	Requirements of the disclosures have been met to date. Maturity uplift in the processes for making formal regulatory submissions as per Commerce Commission requirements. Improvements continue to mature our systems and ways of working for efficiency and effectiveness in the context of the current low maturity technology and data.	5. Achieved/ exceeded objective	Report	The disclosure requirements were met in October, November, and December 2025, within the required deadlines.	5. Achieved/ exceeded objective
3.3d: Simplify the internal management framework by reviewing existing Management Committee Framework and implement changes	The list of current management committee meetings will be updated and further reductions in management committees approved if appropriate.	4. Largely achieved	N/A	No additional work has formally been undertaken on this objective. However, the implementation of the new Group structure in February 2025 and the revision of procurement practices have resulted in a reduction in the number of internal management meetings.	3. Partially achieved

Wellington Water Strategic Outcome 4: Services delivered by Wellington Water are compliant

Maintain a relentless focus on effective fluoridation in both the short and long term, strengthen the control and oversight of our suppliers, and strengthened financial controls that protect the integrity of financial transactions.

No changes to objectives.



Objective	Objective performance	Forecast progress rating to 30 June 2026 <i>Overall objective</i>	Q2 action	Quarterly action performance	Progress rating Q2 Action
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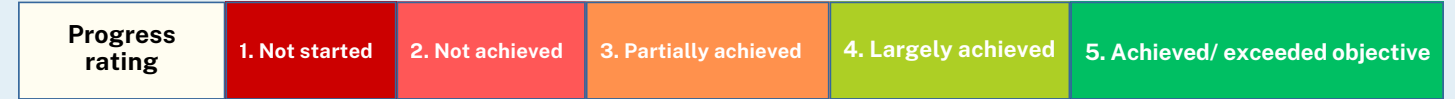
Outcome 4.1: Maintain a relentless focus on effective fluoridation in both the short and long term

<p>4.1a: The 2022 Phase 1 response focused on restoring full fluoridation to the Wellington region's drinking water supply with containerised solutions with a lifespan of 7 years. This has given time for Phase 2 to be well planned and invested in through the LTP. The objective is to establish permanent fluoride dosing systems at all four Drinking Water Treatment Plants, ensuring they are safe for operators and capable of consistently meeting WWL's fluoride performance targets.</p>	<p>Once a preferred solution has been completed, the project will be transferred to Capital Delivery. It is anticipated that this will occur before 30 June 2026.</p>	<p>4. Largely achieved</p>	<p>Undertake optioneering and develop a multi-year programme of work to replace existing fluoridation systems.</p>	<p>A Project Brief has been prepared and optioneering is underway. Once completed, the project will be transferred to Capital Delivery. Wellington Water is also seeking clarification on the potential for chemical price increases in the short and medium term. While not critical for the redevelopment of the sites, it is important to resolve for ongoing operating budgets and may influence the final choice of operating model (liquid vs powder).</p>	<p>3. Partially achieved</p>
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Wellington Water Strategic Outcome 4: Services delivered by Wellington Water are compliant

Maintain a relentless focus on effective fluoridation in both the short and long term, strengthen the control and oversight of our suppliers, and strengthened financial controls that protect the integrity of financial transactions.

No changes to objectives.

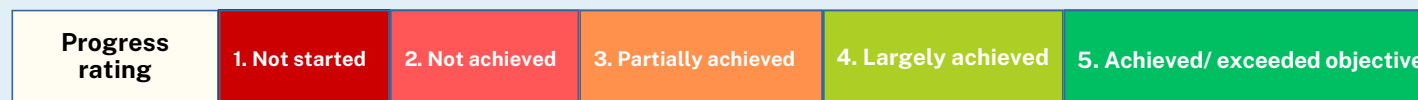


Objective	Objective performance	Forecast progress rating to 30 June 2026 <i>Overall objective</i>	Q2 action	Quarterly action performance	Progress rating Q2 Action
Outcome 4.2: Strengthen the control and oversight of our suppliers					
4.2a: Improve Wastewater Treatment Plant compliance	<p>Numerous projects improving compliance outcomes are currently in delivery. Currently the high volume of projects underway is challenging daily operations.</p> <p>Over the coming years, compliance is forecast to improve as the capital investments are implemented as per the Water Services Delivery Plan investment profile, these projects extend over a number of years, meaning reliable compliance will take time.</p> <p>Moa Point Wastewater Treatment Plant - Currently non-compliant for air quality and for effluent quality. UV Treatment upgrade project has reduced treatment capacity by 50%, resulting in unconsented discharges during wet weather. Air treatment mitigations have not yet improved air discharge quality consistently. Further medium term mitigation work is required.</p> <p>Seaview Wastewater Treatment Plant - currently non-compliant for effluent quality mainly due to asset failures. UV Renewal project will commence in Q3 2025/26.</p> <p>Western Wastewater Treatment Plant - currently non-compliant for effluent quality due to an asset failure, effluent quality is improving. UV Treatment renewal will commence in Q3 2025/26.</p> <p>Across our metro wastewater treatment plants, numerous projects improving compliance outcomes are currently in delivery.</p>	4. Largely achieved	<p>Provide assurance to Board that the compliance projects are on track and regulatory enforcement is avoided.</p>	<p>Monthly updates on treatment compliance continue to be provided to the Wellington Water Board with dashboards - these dashboards provide commentary on compliance projects where appropriate. Further reporting of projects is provided to the Board via the Major Project Committee.</p> <p>We are delivering a capital programme under the Long Term Plan. Currently the high volume of projects underway is challenging daily operations.</p> <p>The Seaview miliscreen odour treatment equipment is now in service.</p> <p>Consent compliance continues to be affected by the condition of a large number of critical assets; this is being actively addressed through the capital renewals programme.</p> <p>The improved breach process is now being applied to ensure Veolia remain focused on achieving compliance wherever possible within their operations and maintenance responsibilities.</p> <p>The contract management team is currently seeking explanations for several compliance breaches that occurred over Q2 2025/26. Depending on the circumstances and whether these breaches are determined to have been avoidable, further contract breach penalties may be applied.</p>	4. Largely achieved

Wellington Water Strategic Outcome 4: Services delivered by Wellington Water are compliant

Maintain a relentless focus on effective fluoridation in both the short and long term, strengthen the control and oversight of our suppliers, and strengthened financial controls that protect the integrity of financial transactions.

No changes to objectives.



Objective	Objective performance	Forecast progress rating Overall objective	Q2 action	Quarterly performance action	Progress rating Q2 Action
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Outcome 4.3: Strengthened financial controls that protect the integrity of financial transactions

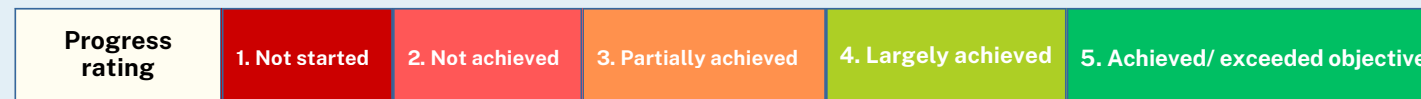
<p>4.3a: Strengthen financial controls including large purchase orders, automatic payments of invoices, approvals for spending and payment (including Alliance statement of claim), financial system access, stop disclosing operational and capital budget information</p>	<p>The practice of creating large value annual purchase orders have stopped, effective 1 July 2025, with a new process implemented to maintain the previous control of full approval (by the person with appropriate delegation) prior to commitment.</p> <p>Automatic payment of invoices for Fulton Hogan and monthly claims from consultant panel was stopped during the 2024/25 year.</p> <p>An approval process has been implemented for the Fulton Hogan claim, requiring the operations team to sign-off that the work had been completed (a process that was enabled by the Alliance restructure).</p> <p>Consultancy Statements of Claim ceased from 1 July 2025, with purchase orders now raised and approved for each project that consultants are involved in (i.e. the standard purchasing approach at Wellington Water). New delegations have been rolled out along with training on how they should be applied. Training focused on good financial practices management through clarifying individual responsibilities, strengthening controls and how these must be applied.</p> <p>External party access to Wellington Water’s financial system (TechOne) has been removed, with a check that all users have a Wellington Water email address. Access has also been limited to other systems, to the extent that is possible within current system constraints and working arrangements.</p> <p>Additional process improvements have been made, including the monitoring and payment of retentions and GST reasonableness checks.</p> <p>Action to be taken: The outstanding action of fully removing external party access to Wellington Water systems, other than the finance system, requires the implementation of new system solutions. Therefore the timing of delivering this will be informed by the systems implementation work.</p>	<p>4. Largely achieved</p>	<p>No statement of claims.</p>	<p>Consultancy Statements of Claim ceased from 1 July 2025, with purchase orders now raised and approved for each project that consultants are involved in (i.e. the standard purchasing approach at Wellington Water).</p> <p>An approval process has been implemented for the Fulton Hogan claim, requiring the operations team to sign-off that the work had been completed (a process that was enabled by the Alliance restructure).</p>	<p>5. Achieved/ exceeded objective</p>
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Wellington Water
 Culture and Value for Money
 Improvement Plan
 Final Quarterly Progress Report - Q2 2025/26

Wellington Water Strategic Outcome 4: Services delivered by Wellington Water are compliant

Maintain a relentless focus on effective fluoridation in both the short and long term, strengthen the control and oversight of our suppliers, and strengthened financial controls that protect the integrity of financial transactions.

No changes to objectives.

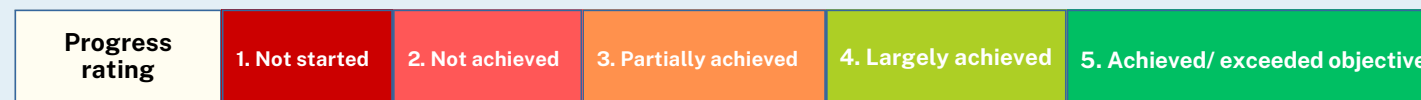


Objective	Objective performance	Forecast progress rating to 30 June 2026 <i>Overall objective</i>	Q2 action	Quarterly performance action	Progress rating Q2 Action
Outcome 4.3: Strengthened financial controls that protect the integrity of financial transactions					
<p>4.3b: Reduce the conflicts of interest in key roles associated with the consultant panel through building internal project management capacity and ensuring client project managers are independent from the panel</p>	<p>Strong leadership and structural foundations for a high-performing project management function are now in place through the appointment of the Head of Project Management, ongoing recruitment activity, and the establishment of internal and external resourcing frameworks. Capability assessment and Centre of Excellence development continue to progress.</p> <p>Action not taken: Full implementation and embedding of internal project management capability, including standardised practices, reporting, and consistent delivery across all projects.</p> <p>Why: A staged implementation approach is being applied to ensure quality, consistency, and alignment with parallel organisational changes, including procurement reform and broader capability uplift. Recruitment lead times and capacity constraints have influenced the pace of delivery.</p> <p>When will be completed: The objective is expected to reach full maturity with measurable performance improvement by the end of 2025/26, with key interim milestones achieved across Q3 and Q4 2025/26.</p> <p>Embed the new team, handover from external project managers to internal project managers and continue with the Centre of Excellence.</p>	<p>5. Achieved/ exceeded objective</p>	<p>Build internal competency and standard of practice with clear responsibility for oversight of external project manager performance,</p>	<p>The Head of Project Management has been appointed and is now embedded.</p> <p>Recruitment for internal project management resources has continued during Q2 2025/26, supported by an external client-side project management contract where required. Early work has progressed on establishing a Project Management Centre of Excellence, with priority training needs identified to lift capability and consistency across the function.</p> <p>Action not taken: Full establishment of the internal project management function, systems.</p> <p>When will be completed: Recruitment is expected to be substantially complete by Q3 2025/26, with training programmes underway and the Centre of Excellence becoming progressively operational through the remainder of the 2025/26 financial year.</p>	<p>5. Achieved/ exceeded objective</p>

Wellington Water Strategic Outcome 4: Services delivered by Wellington Water are compliant

Maintain a relentless focus on effective fluoridation in both the short and long term, strengthen the control and oversight of our suppliers, and strengthened financial controls that protect the integrity of financial transactions.

No changes to objectives.



Objective	Objective performance	Forecast progress rating to 30 June 2026 <i>Overall objective</i>	Q2 action	Quarterly performance action	Progress rating Q2 Action
Outcome 4.3: Strengthened financial controls that protect the integrity of financial transactions					
4.3c: Implement a comprehensive set of company wide delegations	<p>Delegations have been implemented and have been kept up to date, reflecting role changes, and changes to the level and scope of delegations to support effective management and risk.</p> <p>Accountability for Delegations has shifted from Finance to Risk and Assurance. The current practice of maintaining delegations will continue.</p> <p>This work is now business as usual.</p>	5. Achieved/ exceeded objective	Review effectiveness of new delegations	<p>Company-wide delegations have been implemented and are actively maintained.</p> <p>Delegates are required to complete training before delegations are issued, ensuring understanding and accountability. Delegations have been extended to include Resource Management Act delegations. Feedback suggests active engagement with the delegations process, and anecdotal evidence indicates a reduction in complaints about bottle necks in expenditure approvals, through delegations being at the appropriate level.</p>	5. Achieved/ exceeded objective
4.3d: Increase transparency and quality of delivery/investment planning information shared with Councils. Standardised approach to contingency management (for programmes of capital investment and delivery provided to Councils), including separate line for corporate costs for increased transparency.	Action to be taken: The Capital Delivery team is reviewing their approach to contingency management.	5. Achieved/ exceeded objective	Review the management of contingency for programmes of capital investment.	<p>Corporate overhead allocations have been updated to a standard of 10% of project costs, and shows as a separate line within the finance system (budgets and actuals).</p> <p>Council memos with changes to approved work programmes have been provided to councils. Finance provide monthly dashboards to councils with updated forecasts and exception reporting.</p>	5. Achieved/ exceeded objective

Wellington Water

Culture and Value for Money Improvement Plan

Quarterly Action Outline

Version 2

Updated Objective

Updated Action

Strategic Outcome 1: Wellington Water is a strong and capable organisation ready to fold into a new asset-owning entity

We will enhance organisational capability in the lead-up to the new entity.

Objective	Action Q4 (2024/25)	Action Q1 (2025/26)	Action Q2 (2025/26)	Action Q3 (2025/26)	Action Q4 (2025/26)
Outcome1.1: We will enhance organisational capability in the lead-up to the new entity					
1.1a: Update and develop technology systems and increase capability - Technology Systems Investment Programme		Request for Proposal to market	Evaluate proposals	Vendor selection	Phase 1 implementation
1.1b: Prepare an Interim Capability Roadmap (numbers, process, systems) to de-risk our financial reporting	Financial reporting structure including allocations	Financial systems scoping as part of the Technology Systems Investment	Support delivery of Water Services Strategy budgets	Complete interim capability assessment and roadmap during Q3 with implementation aligning with Tiaki Wai Day 1 & Day 2 timeframes. Provision to Establishment Team for inclusion in plans.	Follow up with Establishment Team on further capability requirements
1.1c: As required, support the development of the Water Services Delivery Plan and Water Services Strategy in preparation for the new entity	Provide information and insight to meet timelines	As required to support transition timelines	As required to support transition timelines	As required to support transition timelines	As required to support transition timelines
1.1d: Create and implement a change framework for coordinated and systematic delivery of changes	Recruit Head of Transformation	Define how we positively influence transition through the improvement plan	Recruit Change Lead for Technology Systems Improvement Programme. Commence Programme approach to change.	Resource plan for change Programme approach. Delivery of improvement areas.	Resource plan for change Programme approach. Delivery of improvement areas.
1.1e: Engage with Watercare specifically to identify and convert practical future synergies	Explore opportunities	Explore opportunities	Explore opportunities	Explore opportunities	Explore opportunities

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

Version 2

Updated Action

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

We will strengthen mechanisms for demonstrating value for money, strengthen the control and oversight of our suppliers and strengthen commercial and procurement competency and capability across the organisation that drives a focus on delivery of value for money.

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

Wellington Water

Culture and Value for Money Improvement Plan

Quarterly Action Outline

Version 2

Updated Objective

Updated Action

WWL Strategic Outcome 3: Communities receive reliable three waters services

Orthodox organisational model with clear purpose and lines of accountability, a strengthened culture of raising issues and overall awareness of controls, strengthened governance oversight and assurance internally and externally.

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

Version 2

Updated Action

WWL Strategic Outcome 3: Communities receive reliable three waters services

Orthodox organisational model with clear purpose and lines of accountability, a strengthened culture of raising issues and overall awareness of controls, strengthened governance oversight and assurance internally and externally.

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

Wellington Water

Culture and Value for Money Improvement Plan

Quarterly Action Outline

Version 2

Updated Action

WWL Strategic Outcome 3: Communities receive reliable three waters services

Orthodox organisational model with clear purpose and lines of accountability, a strengthened culture of raising issues and overall awareness of controls, strengthened governance oversight and assurance internally and externally.

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

Version 2

Updated Action

WWL Strategic Outcome 4: Services delivered by Wellington Water are compliant

Maintain a relentless focus on effective fluoridation in both the short and long term, strengthen the control and oversight of our suppliers, and strengthened financial controls that protect the integrity of financial transactions.

Objective	Action Q4 (2024/25)	Action Q1 (2025/26)	Action Q2 (2025/26)	Action Q3 (2025/26)	Action Q4 (2025/26)
Outcome 4.1: Maintain a relentless focus on effective fluoridation in both the short and long term					
<p>4.1a: The 2022 Phase 1 response focused on restoring full fluoridation to the Wellington region's drinking water supply with containerised solutions with a lifespan of 7 years. This has given time for Phase 2 to be well-planned and invested in through the LTP. The objective is to establish permanent fluoride dosing systems at all four Drinking Water Treatment Plants, ensuring they are safe for operators and capable of consistently meeting WWL's fluoride performance targets.</p>	<p>Completion of the Phase 2 options investigations into an Activity Brief</p>	<p>Completion of the Phase 2 options investigations into an Activity Brief</p>	<p>Undertake optioneering and develop a multi-year programme of work to replace existing fluoridation systems</p>	<p>Progress preferred solution</p>	<p>Progress preferred solution</p>
Outcome 4.2: Strengthen the control and oversight of our suppliers					
<p>4.2a: Improve Wastewater Treatment Plant compliance</p>	<p>Make an assessment that changes to contract management and capital programme governance is reflected in improving compliance data</p>	<p>Provide assurance to Board that the compliance projects are on track</p>	<p>To provide assurance to the Wellington Water Board that the compliance projects are on track and regulatory enforcement is avoided</p>	<p>To provide assurance to the Wellington Water Board that the compliance projects are on track and regulatory enforcement is avoided</p>	<p>To provide assurance to the Wellington Water Board that the compliance projects are on track and regulatory enforcement is avoided</p>

Wellington Water

Culture and Value for Money Improvement Plan

Quarterly Action Outline

Version 2

Updated Action

WWL Strategic Outcome 4: Services delivered by Wellington Water are compliant

Maintain a relentless focus on effective fluoridation in both the short and long term, strengthen the control and oversight of our suppliers, and strengthened financial controls that protect the integrity of financial transactions.

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



South Wairarapa Water Treatment Plants Monthly Performance Report

December 2025

Month/Year
December 2025

Safe Drinking Water
■ Compliant – we are meeting the necessary regulatory requirements
■ Compliant but requiring more work
■ Not compliant with necessary regulatory requirements

Water Treat..	Comments	Fluoride	Safe Drinking Water
Martinborough	The Martinborough WTP is compliant against the bacterial and protozoal Rules. Over the Xmas break, the region experienced a large number of power fluctuations and outages. These events led to treatment plant shutdowns and operator callouts across the region. It is recommended that SWDC raise this issue with Powerco (the local power supplier). While the Martinborough Water Treatment Plant has a standby generator onsite to provide continuity of supply during an outage, however the Manganese Removal Plant does not. A project has commenced to optimise how both UV reactors can work more efficiently.	Currently not yet mandated by the MoH	
Memorial Park	The Memorial Park WTP is compliant against the bacterial and protozoal Rules. The planned 1080 drop has been further pushed out by OSPRI until mid-Feb 26. The caustic soda dosing upgrade project is now with the SWDC Capital Projects Delivery team to complete. The bore pump is still having significant mechanical issues. Consequently, a new pump and motor will be purchased and installed early in the new year to ensure ongoing resilience. Over the Xmas break, the region experienced a large number of power fluctuations and outages. These events led to treatment plant shutdowns and operator callouts across the region. It is recommended that SWDC raise this issue with Powerco (the local power supplier).	Currently not yet mandated by the MoH	
Pirinoa	Pirinoa is compliant against the bacterial and protozoal Rules. The raw water storage tank, and associated pipework, has been handed over to the South Wairarapa District Council Capital Projects Delivery team to complete.	Currently not yet mandated by the MoH	
Waiohine	The Waiohine WTP is compliant against the bacterial and protozoal Rules. Due to approval delays, the planned 1080 drop was postponed by the OSPRI until Feb 26. The caustic soda dosing upgrade project is now with the South Wairarapa District Council Capital Projects Delivery team for completion and is now under construction. Over the Xmas break, the region experienced a large number of power fluctuations and outages. These events led to treatment plant shutdowns and operator callouts across the region. It is recommended that SWDC raise this issue with Powerco (the local power supplier).	Currently not yet mandated by the MoH	



South Wairarapa Wastewater Treatment Plants Monthly Performance Report

Month/Year
December 2025

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

Performance - December 2025

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

Compliance as per Reporting

Month of Month (Compli..)	Wastewater Treatment Plant (Compliance Reporting)			
	Featherston	Greytown	Lake Ferry	Martinborough
January 2024	●	●	●	●
February 2024	●	●	●	●
March 2024	●	●	●	●
April 2024	●	●	●	●
May 2024	●	●	●	●
June 2024	●	●	●	●
July 2024	●	●	●	●
August 2024	●	●	●	●
September 2024	●	●	●	●
October 2024	●	●	●	●
November 2024	●	●	●	●
December 2024	●	●	●	●
January 2025	●	●	●	●
February 2025	●	●	●	●
March 2025	●	●	●	●
April 2025	●	●	●	●
May 2025	●	●	●	●
June 2025	●	●	●	●
July 2025	●	●	●	●
August 2025	●	●	●	●
September 2025	●	●	●	●
October 2025	●	●	●	●
November 2025	●	●	●	●
December 2025	●	●	●	●



Komiti Ngā Wai Hangarua Wellington Water Committee

26 February 2026

Report no: WWC2026/1/8

Moa Point Update - 13 March 2026

Purpose of Report

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

Recommendations

That the Committee receives and notes the report.

Update

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

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

Climate Change Impact and Considerations

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

Appendices

There are no appendices for this report.

Author: Charles Barker, Wellington Water Limited



Komiti Ngā Wai Hangarua Wellington Water Committee

26 February 2026

Report no: WWC2026/1/9

Wellington Water Half-Year Report to 31 December 2025

Purpose of Report

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

Recommendations

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

Background

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

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

Climate Change Impact and Considerations

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

Appendices

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Author: Wayne Maxwell, Wellington Water Committee

TO: Chair and Members



Komiti Ngā Wai Hangarua | Wellington Water Committee

FROM: Kate Glanville, Democracy Advisor, Hutt City Council

DATE: 26 February 2026

SUBJECT: WELLINGTON WATER COMMITTEE FORWARD PROGRAMME 2026

Purpose of Memorandum

1. To provide the Wellington Water Committee (the Committee) with a Forward Programme of work and workshops planned for the Committee for 2026.

Recommendation

That the Committee receives and notes the attached draft Forward Programme and future workshop topics for the Wellington Water Committee for 2026, as detailed in Appendix 1 of the memorandum.

Background

2. The Terms of Reference for the committee require the committee to provide governance and leadership across issues relating to the planning, delivery and management of water services to communities serviced by Wellington Water Limited (WWL).
3. The Forward Programme provides a planning tool for members, officers and WWL staff to coordinate programmes of work.
4. The draft Forward Programme for 2026 is attached as Appendix 1 to the memorandum.

Forward Programme

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

Appendices

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

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

