



# KOMITI NGĀ WAI HANGARUA WELLINGTON WATER COMMITTEE

19 September 2025

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

**Friday 26 September 2025 commencing at 10:00 am**

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

## Membership

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

Mayor T Whanau

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

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

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

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

# Wellington Water Committee

## Terms of Reference

### Purpose

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

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

### Status

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

### Specific responsibilities

The Committee's responsibilities are:

#### Governance oversight responsibilities

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

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

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

## **Membership**

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

## **Chairperson**

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

## **Quorum**

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

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

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

## **Alternates**

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

### **Other Shareholder attendee**

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

### **Decision-making**

The Committee will strive to make all decisions by consensus.

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

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

### **Secretariat services**

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

### **Standing Orders**

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

### **Remuneration**

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

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

### **Administration**

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

### **Duration of the Committee**

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



## **Appendix**

### **Common delegations by Shareholders**

#### Governance oversight responsibilities

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

#### Shareholders' responsibilities

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

## HUTT CITY COUNCIL

### KOMITI NGĀ WAI HANGARUA | WELLINGTON WATER COMMITTEE

Meeting to be held in the Council Chambers,  
2nd Floor, 30 Laings Road, Lower Hutt on  
Friday 26 September 2025 commencing at 10:00 am.

#### ORDER PAPER

#### PUBLIC BUSINESS

##### **1. OPENING FORMALITIES - KARAKIA TIMATANGA**

Whakataka te hau ki te uru	<i>Cease the winds from the west</i>
Whakataka te hau ki te tonga	<i>Cease the winds from the south</i>
Kia mākinakina ki uta	<i>Let the breeze blow over the land</i>
Kia mātaratara ki tai	<i>Let the breeze blow over the ocean</i>
E hī ake ana te atakura	<i>Let the red-tipped dawn come with a sharpened air.</i>
He tio, he huka, he hau hū	<i>A touch of frost, a promise of a glorious day.</i>
Tihei mauri ora.	

##### **2. APOLOGIES**

Helmut Modlik

##### **3. PUBLIC COMMENT**

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

##### **4. CONFLICT OF INTEREST DECLARATIONS**

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

##### **5. MINUTES**

Meeting minutes Komiti Ngā Wai Hangarua | Wellington Water Committee,  
28 July 2025

8

Meeting minutes Komiti Ngā Wai Hangarua | Wellington Water Committee,  
27 August 2025

16

##### **6. CHAIR'S STATEMENT**

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

7. **COMPANY AND GOVERNANCE UPDATE**

Report No. WWC2025/4/107 by Wellington Water Limited 20

**CHAIR'S RECOMMENDATION:**

"That the recommendation contained in the report be endorsed."

8. **METROPOLITAN ACUTE WATER SHORTAGE RISK - 2025/26 UPDATE**

Report No. WWC2025/4/108 by Wellington Water Limited 66

**CHAIR'S RECOMMENDATION:**

"That the recommendation contained in the report be endorsed."

9. **INFORMATION ITEM**

**Wellington Water Committee Forward Programme 2025**

Memorandum dated 10 September 2025 by the Senior Democracy Advisor 70

**CHAIR'S RECOMMENDATION:**

"That the recommendation contained in the memorandum be endorsed."

10. **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.

11. **CLOSING FORMALITIES - KARAKIA WHAKAMUTUNGA**

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

Kate Glanville  
**SENIOR DEMOCRACY ADVISOR**

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

Minutes of a meeting held in the Council Chambers,  
2nd Floor, 30 Laings Road, Lower Hutt on  
**Monday 28 July 2025 commencing at 10:00 am**

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**PRESENT:**

Mayor C Barry (HCC) (Chair)  
Mayor A Baker (PCC)  
Deputy Mayor M Sadler-Futter (SWDC)  
Cr R Connelly (GWRC) (Deputy Chair)  
Mayor W Guppy (UHCC)  
K Puketapu-Dentice (Taranaki Whānui ki Te Upoko o Te Ika)  
Cr T Brown (WCC)

**APOLOGIES:**

H Modlik and Mayor T Whanau (WCC)

**IN ATTENDANCE:**

W Walker, Chief Executive, Porirua City Council  
J Miller, Chief Executive, Hutt City Council  
J Smith, Chief Executive, South Wairarapa District Council  
K Glanville, Senior Democracy, Hutt City Council  
H Clegg, Minute Taker, Hutt City Council

**PUBLIC BUSINESS****1. OPENING FORMALITIES - KARAKIA TIMATANGA**

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

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

## 2. APOLOGIES

RESOLVED: (Mayor Barry/Mayor Baker)

**Minute No. WWC 25301(2)**

*"That the apology from Mayor T Whanau and H Modlik be received and leave of absence granted."*

## 3. PUBLIC COMMENT

There was no public comment.

## 4. CONFLICT OF INTEREST DECLARATIONS

There were no conflict of interest declarations.

## 5. MINUTES

RESOLVED: (Mayor Barry/Cr Connelly)

**Minute No. WWC 25302(2)**

*"That the minutes of the meeting of the Wellington Water Committee | Komiti Ngā Wai Hangarua held on Friday, 30 May 2025, be confirmed as a true and correct record."*

RESOLVED: (Mayor Barry/Cr Connelly)

**Minute No. WWC 25303(2)**

*"That the minutes of the meeting of the Wellington Water Committee | Komiti Ngā Wai Hangarua held on Wednesday, 25 June 2025, be confirmed as a true and correct record, subject to an amendment deleting the attendance of Janice Smith, Chief Executive of South Wairarapa District Council, at the meeting."*

## 6. CHAIR'S STATEMENT

The Chair provided a verbal update, attached as page 8 to the minutes.

7. **VARIATION OF SOUTH WAIRARAPA DISTRICT COUNCIL'S MANAGEMENT SERVICES AGREEMENT**

Report No. WWC2025/3/91 by South Wairarapa District Council

Jessica Hughes, Principal Advisor Legal (Legal Executive) from South Wairarapa District Council (SWDC) was in attendance for the item via audio-visual link.

The Principal Advisor Legal (Legal Executive), SWDC, elaborated on the report. She clarified that the contract end date on page 73 of the agenda should read 30 June 2026.

In response to questions from members, the Deputy Mayor, SWDC, advised that the Management Services Agreement was still in draft format and that SWDC was seeking legal advice, particularly regarding risk. She noted that all councils, including SWDC, would eventually exit the agreement with Wellington Water Limited as they transitioned to new entities.

**RESOLVED:** (UNANIMOUS) (Mayor Barry/Deputy Mayor Sadler-Futter)

**Minute No. WWC 25304(2)**

*"That the Committee:*

- (1) receives and notes the report;*
- (2) endorses the exclusion of capital projects from Wellington Water Limited's scope of services;*
- (3) supports the refined definitions and responsibilities in alignment with the Water Services Act 2021; and*
- (4) notes the draft status of the variation and encourages continued negotiation to finalise terms."*

## 8. COMPANY AND GOVERNANCE UPDATE

Report No. WWC2025/3/88 by Wellington Water Limited

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

The Board Chair, WWL, reported positive progress, highlighting improved transparency and leadership, and a shift from crisis management to effective governance. He advised that with a full Board in place, the staff were preparing for a smooth transition to the new entity. He pointed out that staff morale was increasing, and new staff had been appointed. He noted that performance metrics were now publicly reported and shared with the Commerce Commission.

The Chief Executive, WWL, announced that the organisation had moved from a reactive to a proactive approach, driving performance improvements. He noted that while progress was evident, staffing remained a challenge due to multiple teams working on the transition and an evolving IT system. He emphasised that despite adding more staff, resources were still stretched, and a significant IT investment also demonstrated confidence in WWL's future. He expressed concern regarding health and safety issues at wastewater treatment plants. He mentioned that a formal letter had been sent to Veolia, and WWL's Board intended to meet with Veolia leadership, requesting the attendance of their regional Health and Safety Manager. He added that WWL had called for the appointment of a permanent Health and Safety Officer in Wellington.

The Acting Chief Risk and Compliance Officer, WWL, stated that the new and enhanced Culture and Value for Money Improvement Plan included the changes requested during the last meeting.

Mayor Baker congratulated the team on their successful reduction of leaks, stating that directing funding to this initiative had produced positive results.

In response to questions from members, the Chief Executive, WWL, advised that Veolia was contracted to operate the wastewater treatment plants. At the same time, WWL was responsible for overseeing performance and commissioning independent reviews to ensure quality. He said that WWL leadership recommended against appointing its own Health and Safety Officer since the contract placed all risk on Veolia.

The Chief Operating Officer, WWL, stated that WWL had placed an increased focus on health and safety, notably by expanding the role of the contract manager.

The Board Chair, WWL, advised that the Board was reviewing past Veolia assessments to ensure ongoing accountability, emphasising that health and safety remained a top priority.

In response to questions from members, the Chief Executive, WWL, stated that a budget cap had been set for the IT project, with discussions to occur later between the new entity, the interim CEO, and the transition teams. He noted that underspending was identified too late for Council engagement, but emphasised plans to detect it earlier in the future. He acknowledged concerns about losing earmarked funds during the transition and

assured members that improved forecasting would help prevent such losses.

In response to members' questions, the Chief Operating Officer of WWL stated that the \$111M underspend resulted from minor delays due to staff reorganisation, but work was back on track. He said that to ensure transparency, WWL had ring-fenced project funding, requiring council approval for reallocating underspent funds. He clarified that multiple leak repairs were seen as repairs, while significant section replacements are treated as renewals. He confirmed that water metering data would be shared with all councils once available, with no decisions made without their input.

**RESOLVED:** (Mayor Barry/Cr Connelly)

**Minute No. WWC 25305(2)**

*"That the Committee receives and notes the report."*

**9. WELLINGTON WATER LIMITED ANNUAL REPORT FOR THE YEAR ENDED 30 JUNE 2024**

Report No. WWC2025/3/89 by Wellington Water Limited

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

The Chief Corporate Services Officer, WWL, explained that the Auditor's qualification on maintenance was due to a delay in providing data to distinguish between planned and unplanned maintenance, which proved too complex to resolve. He also noted that Audit New Zealand's emphasis stemmed from uncertainty about water service delivery at the time of drafting the Annual Report. However, this uncertainty had since decreased with more explicit guidance from the new water entity.

In response to questions from members, the Chief Corporate Services Officer, WWL, explained that the planned versus unplanned maintenance item had been relocated from the Statement of Intent to a dedicated technical services improvement programme within the new IT system. He stated that this change would make data accessible to both the Committee and the public, alleviating any audit concerns. He mentioned that the new system would capture detailed transaction data to support financial reporting related to maintenance activities.



**RESOLVED:** (Mayor Barry/Mayor Baker)

**Minute No. WWC 25306(2)**

*"That the Committee:*

- (1) receives Wellington Water's Annual Report to 30 June 2024;*
- (2) notes the Audit Opinion includes two qualifications and two emphases of matter; and*
- (3) notes the Annual Report has been updated from the draft version presented to the Committee in September 2024:*
  - (a) updated dates and names for correctness as of the adoption date,*
  - (b) added and amended disclosures in the Financial Statements as outlined in the report, and*
  - (c) amendment to the reported result of the Water Loss Reduction Plan Statement of Intent measure."*

**10. WELLINGTON WATER LIMITED ANNUAL GENERAL MEETING (AGM)**

Report No. WWC2025/3/90 by Wellington Water Committee

Erin Ganley, Acting Chief Risk and Compliance Officer of Wellington Water Limited (WWL), was in attendance for the item.

The Acting Chief Risk and Compliance Officer elaborated on the report, explaining that this was a procedural matter.

In response to questions from members, the Chief Executive, WWL, agreed that arrangements would be made to introduce the Board Directors to the Committee following the local governance elections.

**RESOLVED:** (Mayor Barry/Mayor Baker)

**Minute No. WWC 25307**

*"That the Committee signs the Shareholders' resolution in lieu of an Annual General Meeting for the 2024/25 Financial Year."*

## 11. INFORMATION ITEM

### Wellington Water Committee Forward Programme 2025

Memorandum dated 9 July 2025 by the Senior Democracy Advisor

RESOLVED: (Mayor Barry/Mayor Baker)

**Minute No. WWC 25308**

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

## 12. QUESTIONS

There were no questions.

## 13. CLOSING FORMALITIES - KARAKIA WHAKAMUTUNGA

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

There being no further business, the Chair declared the meeting closed at 10.50am.

Mayor C Barry  
**CHAIR**

**CONFIRMED as a true and correct record**  
**Dated this 26th day of September 2025**

**Chair's statement – 28 July 2025**

Kia ora koutou,

Since we last met, all five metropolitan councils have confirmed their support for the new, jointly owned water services entity. That means we now have a clear path forward. One that will allow for more investment in our network, better long term planning and a more sustainable way to deliver water services across the region. Recruitment for the interim board is underway, and work is progressing on our Water Services Delivery Plan ahead of the September deadline. I mention this as our roles, while dual at this committee will be important to ensure a smooth transition.

At the same time, we've got good news in regards to leaks across the region.

New figures from Wellington Water show leakage on the metropolitan network has dropped by 11 million litres a day over the last year. That's four Olympic swimming pools' worth of water saved every single day - enough to supply around 50,000 people.

These figures reflect a huge amount of effort from the teams on the ground. Eighteen months ago, we had a backlog of over 1,700 public leaks across the region. That number is now under 300 - an 83% reduction. That kind of turnaround doesn't happen by chance. It's the result of targeted funding, clearer priorities, and stronger delivery.

Many will remember how close we came to serious restrictions during the summer of 2023/24. These results show we've turned a corner. But they also reinforce how fragile the system is and why we can't take our foot off the pedal.

Fixing leaks is critical, but it's not a long-term solution. That's why councils have backed other steps too: planning for water meters, renewals, boosting treatment capacity at Te Mārua, and preparing for new water storage.

We're still working with an ageing network. But this 18 months has shown what can be achieved when we are laser focused on what we need to do.

HUTT CITY COUNCILKOMITI NGĀ WAI HANGARUA | WELLINGTON WATER COMMITTEE

Minutes of a meeting held via Zoom on  
Wednesday 27 August 2025 commencing at 2:03 pm

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To watch the livestream of the meeting, please click the link here: [27 August 2025  
Additional Wellington Water Committee Meeting](#)

PRESENT:

Mayor A Baker (PCC)  
Mayor C Barry (HCC) (Chair)  
Cr R Connelly (GWRC) (Deputy Chair)  
Mayor W Guppy (UHCC)  
H Modlik (Te Rūnanga O Toa Rangatira)  
Cr T Brown (WCC)

APOLOGIES:

Mayor T Whanau (WCC), Deputy Mayor M Sadler-Futter (SWDC),  
K Puketapu-Dentice (Taranaki Whānui ki Te Upoko o Te Ika) and  
A Rutene (Ngāti Kahungunu ki Wairarapa Tamaki Nui a Rua  
Treaty Settlement Trust)

IN ATTENDANCE:

W Walker, Chief Executive, Porirua City Council  
G Swainson, Chief Executive, Upper Hutt City Council  
J O'Connor, Manager Community Operations, South  
Wairarapa District Council  
K Glanville, Senior Democracy, Hutt City Council

PUBLIC BUSINESS**1. OPENING FORMALITIES - KARAKIA TIMATANGA**

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

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

## 2. APOLOGIES

RESOLVED: (Mayor Barry/Mayor Guppy)

**Minute No. WWC 25401**

*"That the apologies received from Mayor Whanau (WCC), Deputy Mayor Sadler-Futter (SWDC), K Puketapu-Dentice (Taranaki Whānui ki Te Upoko o Te Ika), and A Rutene (Ngāti Kahungunu ki Wairarapa Tamaki Nui a Rua Treaty Settlement Trust) be accepted and leave of absence granted."*

## 3. PUBLIC COMMENT

There was no public comment.

## 4. CONFLICT OF INTEREST DECLARATIONS

There were no conflict of interest declarations.

## 5. WELLINGTON WATER LIMITED - CULTURE AND VALUE FOR MONEY IMPROVEMENT PLAN: AUGUST 2025 PROGRESS UPDATE

Report No. WWC2025/4/237 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.

The Acting Chief Risk and Compliance Officer, WWL elaborated on the report.

The Chief Operating Officer, WWL recommended continuing with the current tendering process instead of going back to the contractor procurement panel. He stated that WWL must demonstrate to clients that it created commercial tension, provided value for money, and acted as a smart purchaser. He noted that the market was attracting new suppliers. Regarding capital expenditure, he indicated that reforecasting for the 2025/26 financial year showed an expected achievement of 80% of the Statement of Intent target (75–90%). He explained that with improved phasing and the possibility of accelerating future renewal work, WWL was confident it could exceed 90% of capital expenditure this year.

In response to questions from members, the Chief Operating Officer, WWL informed members that the Alliance was currently focused on maintaining and operating reticulated water and related assets. He explained that this mainly involved operational expenses, with some capital expenditures for renewals. He highlighted that the Alliance Performance Framework would be reported at a future Committee meeting, and pain/gain sharing had been implemented this year. He explained that the Alliance agreement had about four years remaining, with Fulton Hogan and WWL working together to ensure value for money. He noted that WWL also relied on the Alliance for its asset management system and additional capacity beyond reticulated water.

In response to questions from members, the Chief Executive, WWL explained that the Alliance agreement was not a standard one but had been retrofitted, and WWL was working through this with Fulton Hogan. He confirmed that WWL produced its first Asset Management Plan (AMP) this year with consultant support, moving away from fragmented documents and spreadsheets. He noted that WWL lacked its own AMP system connected to finance and was reliant on Fulton Hogan's and Veolia's systems. With a logical structure now established, WWL was progressing with an Asset Management Framework, and a request for proposal for a new AMP system was currently in the market.

In response to questions from members, the Acting Chief Risk and Compliance Officer, WWL reported that the "speak up" disclosure documents would be available on WWL's website. She noted that progress was being made on Objective 4.2a to raise compliance levels at underperforming wastewater plants. She explained that Objective 3.3d had been streamlined to reflect recent organisational changes, with a review scheduled after the following changes were implemented. For Objective 3.1b, she said that the focus was on the technology system investment programme, ensuring alignment across functions, with auditable evidence required for completion.

In response to further questions from members, the Chief Operating Officer, WWL noted that commercial tension could not be demonstrated for Objective 2.1a due to the legacy of specific projects. He agreed to provide members with the number of tenders issued through GETS in Quarter 1. The Chief Executive, WWL added that further work was necessary to establish clear market benchmarks for job costs.

Helmut Modlik highlighted the importance of using both local and national benchmarking data to establish clear standards and maintain confidence among stakeholders and the community.

In response to a question from a member about contractors, the Chief Executive, WWL explained that increased spending on wastewater treatment plants, without a budget increase, had diverted funds from pipe relaying projects, resulting in a downturn for contractors. He urged councils to use any leftover funds for pipe renewals to help ease the situation and highlighted the need to retain skilled contractors for future funding opportunities.

The Chair asked for an update from WWL staff at the next meeting, including the approach taken with each council.

**RESOLVED:** (Mayor Barry/Cr Connelly)

**Minute No. WWC 25402**

*"That the Committee receives and notes the progress report on the implementation of the Improvement Plan."*

## 6. QUESTIONS

There were no questions.

Cr Brown questioned the necessity of holding additional Committee meetings in the future. The Chair responded that Wellington City Council had requested these additional meetings. He also mentioned that the new Chair and Committee for the 2025-2028 triennium would evaluate and discuss the required frequency of the meetings.

## 7. CLOSING FORMALITIES – KARAKIA WHAKAMUTUNGA

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

There being no further business, the Chair declared the meeting closed at 2.32 pm.

Mayor C Barry  
**CHAIR**

**CONFIRMED as a true and correct record**  
**Dated this 26th day of September 2025**



## Komiti Ngā Wai Hanganua Wellington Water Committee

16 September 2025

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Report no: WWC2025/4/107

### Company and Governance Update

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#### 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:
  - i. Governance Update,
  - ii. Water Committee Priorities, and
  - iii. Operational Achievements and Issues.

#### Governance Update

3. The key Governance conversations held and actions taken by the Board of Wellington Water (Board) since the last meeting of the Wellington Water Committee (Committee) include:
  - i. Received an update on the Culture and Value for Money Improvement Plan (provided to the Committee as an attachment to this report);
  - ii. Approved the company budget.
4. At their meeting on 25 September 2025 they will:
  - i. Consider the Annual Report to 30 June 2025 (if the auditor's opinion for 2024/25 has been received) and;
  - ii. Consider the Relationship Charter and Partnership Services Agreement with Taranaki Whānui ki Te Upoko o Te Ika and Te Rūnanga o Ngāti Toa.



## Summary of Performance

5. Planning around the establishment of Metro Water is underway. We are standing up a programme to align with the establishment team's workplan and are working closely together with that team and councils.
6. We continue to make progress with the Culture and Value for Money Improvement Plan. The progress update to the end of August is included as Appendix 1.
7. So far, in Quarter 1 we have issued 13 tenders through GETS, for an approximate value of \$80m.
8. The Annual Report to the end of June 2025 has not yet been approved by the WWL Board, so will not be able to be presented to the Committee at this meeting. We will circulate a copy to councils once approved by the Board, and present it to the next Committee meeting.
9. Some highlights that will be noted in the Annual Report are:
  - i. Reduced water loss by 11 million litres per day
  - ii. Reduced leaks backlog by 77% from 1,489 to 338
  - iii. Completed 13.1 kilometres of pipe renewals across the region
  - iv. Averaged 70% customer satisfaction rate for the year
  - v. Processed over 4,200 applications for a variety of development services in our region, which included 1,400 building consents, 820 water and drainage connections, and 400 resource consents.

## The Water Committee Priorities

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

10. The CE and Board Chair are attending Advisory Oversight Group meetings.
11. Wellington Water continue to support the regional team, including with establishment planning and alignment of work on technology systems investment.
12. We are working with South Wairarapa District Council to determine the extent and potential costs of their future operational needs.

### *Sustainable water supply and reducing consumption*

13. Work continues on the Bulk Drinking Water Programme Investment Case. Management will prepare the relevant documentation for WWL Board approval ahead of presenting WWL's aligned position to the Wellington Water Committee at the first meeting of the next council triennium.
14. The Metering Programme is currently undergoing a reset following the release of the WSDP and the LWDW Legislation. It is critical that the programme planning embeds this strategic context into the business case and the options for meters and overall deployment.
15. The risk of a water shortage this summer is low. This is covered in a separate paper to the Committee.

### *Regulatory performance*

16. We continue to regularly engage with the Water Services Authority - Taumata Arowai to build and maintain a positive relationship and understand regulatory expectations.
17. Wellington Water is compiling the information required by Taumata Arowai on the environmental performance of drinking water, wastewater and stormwater networks for 2024/25. The report will be provided within the required timeframe.
18. Several infringement notices were received for wastewater treatment plant non-compliance. There are abatement notices in effect for non-compliance at Porirua, Seaview, Moa Point and Western wastewater treatment plants. Regulatory action is underway regarding Seaview odour in late 2024.
19. Dashboards for water and wastewater treatment plant compliance during August are provided as Appendix 2.
20. The Commerce Commission made its determination regarding foundational information disclosure (ID) for Wellington Water on 12 August. Wellington Water will providing quarterly reports on progress on objectives that are expected to improve value for money to the Commission from the end of October, and publish updates on our website on consumer-centric performance information, and delivery performance.

### **Operational Achievements and Issues**

#### *People*

21. Our unplanned turnover is currently sitting at 11.8% and continues to track steadily (12 month rolling average).
22. We recently changed providers and timing of our staff engagement survey to give us more reliable data and clearer insights. The first survey had an impressive 91% response rate. Our overall engagement score of 55% is an improvement on the previous survey result of 41%, and gives us a good benchmark from which to measure our progress going forward.

#### *Health & Safety*

23. A Wellington Water worker received minor chemical burns to their face and neck following a caustic soda (30% sodium hydroxide solution) leak at the Greytown Memorial Water Treatment Plant. They have since made a full recovery. The incident highlighted the health and safety issues that arise when temporary systems are installed (the temporary caustic dosage system was installed in March 2021) but then remain in use.
24. In response, Wellington Water engaged IXOM, a specialist chemical supplier, to conduct a review of the temporary installations at and Memorial Park Water Treatment Plant and Waiohine Water Treatment Plant (where a similar risk exists). We have received IXOM's recommendations and are now assessing the next steps for implementation.

25. The longer-term solution is with SWDC which is currently delivering two projects to install permanent chemical dosing equipment at both Waiohine and Memorial Park Water Treatment Plants. These upgrades are intended to address the risks associated with the temporary dosing arrangements currently in place at these sites, particularly from a health and safety perspective.
26. Wellington Water is continuing to work with Veolia on its health and safety performance by closely monitoring the completion of their outstanding health and safety actions. There has been a notable increase in health and safety accountability from Veolia following our increased focus in this area.

***Wellington Water corporate budget***

27. Our corporate budget finished with a deficit of \$0.7m for 2024/25 (compared to the budgeted deficit of \$3.7m).

***Opex Delivery***

28. At the end of June we had fixed 9363 leaks around the region in the financial year. As at the end of June, we had 596 open leaks for repair, down from 656 in May. We are within the sustainable backlog level where we are meeting target timeframes to fix leaks.
29. Councils' regional opex programme spend was \$151m for the year, which is 7% (\$11m) below budget.
30. Operational reports for August are provided as Appendix 3.
31. The Culture and Value for Money Improvement Plan Objective 2.2b was to implement a value-focussed performance framework for the Operations and Maintenance Alliance that also includes pain/gain sharing. This has been completed, and the calculation of the Reward/Penalty was calculated as 0.02%. The Alliance Board adjusted this to 0% resulting in no reward payment being paid to Fulton Hogan for FY 24/25.

*Capex Delivery*

32. For the 2024/25 financial year, spend on the capital delivery programme was \$249m at a regional programme level. This was a significant underspend (\$115m) due to delays on some large projects, budgets which have been ring-fenced, and additional time required for the significant shift in procurement approach.

Council	Capital spend for 2024/25
Greater Wellington Regional Council	\$73.5m
Hutt City	\$57.0m
Porirua City	\$51.3m
South Wairarapa District	\$4.8m
Upper Hutt City	\$15.7m
Wellington City	\$46.3m
<b>Total</b>	<b>\$248.5m</b>

33. Wellington Water is reforecasting the capital programme to identify where projects will reach completion in next financial year and the opportunity this presents to bring forward some planned renewals/design work from next FY.
34. Hutt City Council has already recognised that there is scope in their programme to proactively bring forward some renewals, which will be subject to commercial tension and available for local contractors to tender.
35. Here is the data for the 2024/25 year on metres of pipe constructed on a quarterly basis, split by council.

Councils	Water	Wastewater	Stormwater	Q1 Total	Q2 Total	Q3 Total	Q4 Total	Total Year End Actuals
HCC	8,128	1,152	75	2,986	850	2,438	3,080	9,355
WCC		667	-	240	45	158	224	667
UHCC	1,416	352	-	374	401	716	277	1,768
PCC	150	626	30	70	-	236	500	806
GWRC	500			30	330	140	-	500
SWDC	-	-	-	-	-	-	-	-
<b>Total</b>	<b>10,193</b>	<b>2,797</b>	<b>105</b>	<b>3,700</b>	<b>1,626</b>	<b>3,688</b>	<b>4,081</b>	<b>13,095</b>
Figures are in metres								

36. Here is the forecast for the 2025/26 year on metres of pipe constructed on a quarterly basis, split by council, and year-to-date actuals.

Councils	Water	Wastewater	Stormwater	July Total	August Total	YTD Total	Year End Forecasts
HCC	216	-	-	86	130	216	1,056
WCC	-	149	-	23	126	149	2,069
UHCC	-	212	-	212	-	212	1,372
PCC	-	526	-	305	221	526	1,896
GWRC	-	-	-	-	-	-	-
<b>Total</b>	<b>216</b>	<b>887</b>	<b>-</b>	<b>626</b>	<b>477</b>	<b>1,103</b>	<b>6,393</b>
Figures are in metres							

***Treatment Plants status as at end of July 2025***

37. Three of the four metropolitan Wastewater Treatment Plants (WWTPs) are achieving compliance. Moa Point is non-compliant for air discharge. The primary cause of non-compliance across the network is the condition of ageing assets. Significant renewal and upgrade projects are underway; however, achieving consistent compliance will take several years. Enhancing operational performance remains a key focus, with our contractor, Veolia, actively engaged. We are leveraging contract mechanisms to drive improvements and are working closely with Veolia to deliver better operational outcomes.
38. To strengthen oversight and drive performance improvements, the wastewater contract team has been expanded with two new roles, and recruitment is currently underway (appointments pending). These changes are aimed at enhancing our ability to monitor and support Veolia's performance more effectively.
39. Two out of the four SWDC WWTPs are currently non-compliant. Without significant upgrades, these plants will not be able to achieve compliance. As of July 2025, SWDC has taken over responsibility for planning and implementing capital projects.
40. The Te Mārua, Wainuiomata, Gear Island and all four South Wairarapa water treatment plants were compliant with bacterial and protozoal compliance rules. The Waterloo Water Treatment Plant remains non-compliant with bacterial compliance rules due to network configuration issues but was compliant with protozoal rules.
41. All four metropolitan Water Treatment Plants were compliant with fluoride in July.
42. Details of the status of plant compliance are provided in the latest monthly Wastewater Treatment Plant and Water Treatment Plant dashboard reports, attached as Appendix 2.

*Growth update*

- 43. Work has commenced on a significant study on how the Northern Growth Area in Porirua will be serviced for wastewater, as this area is the largest greenfield development in the Wellington Region and there are significant downstream constraints that need to be addressed.
- 44. Progress has been made with the Plimmerton Farms developer on the design of a new 6.2ML water reservoir of which approximately 50% of the capacity is to service their development and 50% is to make up for the existing shortfall in Camborne and to provide additional capacity for future growth.

*Environmental Water Quality update*

- 45. We are awaiting the release of the Taumata Arowai Wastewater Environmental Performance Standards to understand how they will impact the network discharge consent applications (which relate to stormwater discharges and wastewater overflows).

*Net Zero Carbon update*

- 46. As part of a restructure of the Strategy and Planning Group, we have created a Head of Sustainability and Resilience role, which will be filled by the current Head of Three Waters Strategy. This role will lead a programme of work to understand the actions required to set the three waters services up for long-term sustainability and resilience, including to climate change and seismic hazards, and to support the business to adopt the necessary changes to investment and operations.

*Technology Systems*

- 47. A Request for Proposal was issued in August for the Technology Systems Investment RFP suite of systems (project management, asset, finance, customer, H&S, people management, payroll and billing systems) required to improve WWL's capability and set up 'Metro Water' to succeed. This has closed, with 31 responses. We'll now move into the evaluation phase, which is a big, complex job. We are moving as quickly as possible, while being diligent about process to avoid the risk of any challenge to a decision.
- 48. In parallel we have completed evaluation of responses to the Information Management RFP and are now finalising the evaluation panel recommendation.
- 49. The Metro Water establishment team has been working with council CIOs on a single integrated plan for system capability uplift.

### Connecting the Water Committee to Individual Councils

50. The Committee has a major role in providing leadership to the six councils who own Wellington Water. At the Committee meeting you are receiving and discussing material that all councils will receive via Wellington Water's ongoing advice on operations.
51. We have provided a summary report of the meeting pack for councils to use (Appendix 4).

### Climate Change Impact and Considerations

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

### Appendices

No.	Title	Page
1 <a href="#">↓</a>	Appendix 1: Culture and Value for Money Improvement Plan - September 2025	28
2 <a href="#">↓</a>	Appendix 2: Water Treatment Plant and Wastewater Treatment Plant dashboard reports - August 2025	35
3 <a href="#">↓</a>	Appendix 3: Regional and Council Operations reports - August 2025	57
4 <a href="#">↓</a>	Appendix 4: Summary of papers	64

**Author:** Wellington Water Ltd

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# Wellington Water

## Culture and Value for Money Improvement Plan

Interim Progress Report - Sept 4  
Q1 2025/26

### 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.*

Objective	Forecast progress rating Overall objective	Q1 action	Progress made this quarter	Progress rating Q1 Action
Outcome1.1: We will enhance organisational capability in the lead-up to the new entity				
<b>1.1a:</b> Update and develop technology systems and increase capability - Technology Systems Investment Programme	Partially achieved	Request for Proposal to market	Information Management Request for Proposal (IMRFP) is complete, now entering contract negotiation with the preferred supplier. The Request for Proposal (RFP) for all other capability in scope closed on September 2, is now in evaluation phase. We continue to engage further resource for the Technology Systems Investment Programme to enable planning for the first phase of delivery (Dec 25).	Achieved/ exceeded objective
<b>1.1b:</b> Prepare an Interim Capability Roadmap (numbers, process, systems) to de-risk our financial reporting	Largely achieved	Financial systems scoping as part of the Technology Systems Investment	Finance system scoping, including supply chain and billing, has been completed and included in the Technology Systems Request for Proposal.	Achieved/ exceeded objective
<b>1.1c:</b> As required, support the development of the Water Services Delivery Plan in preparation for the new entity	Achieved/ exceeded objective	As required to support transition timelines	The councils submitted their joint Water Service Delivery Plan for the metro Wellington region to the Department of Internal Affairs ahead of its 3 September deadline. Wellington Water is now engaging with the establishment team on the activities we will be required to support as they move into implementation.	Achieved/ exceeded objective
<b>1.1d:</b> Create and implement a change framework for coordinated and systematic delivery of changes	Partially achieved	Define how we positively influence transition through the improvement plan	Developing transition plan and resource requirements to align with the Metro Water Establishment team workstreams. Collating and prioritising change programme elements to supplement the Culture and Value for Money Improvement Plan, such as the Asset Management Framework process implementation which aligns with the structure changes and ensures accountability for the process and information flows across the organisation. Working on Technology Systems Investment change plan given it is in effect a major change programme in its own right.	Partially achieved
<b>1.1e:</b> Engage with Watercare specifically to identify and convert practical future synergies	Partially achieved	Explore opportunities	Watercare asked to provide SME input to the Technology Systems Investment (billing) tower, but could not provide resources - a sign of the challenging work environment for everyone at present. Watercare have engaged with the transition team finance workstream to explore information sharing opportunities. Also engaged with Watercare over water metering issues (eg. types of meters, boxes, etc)	Partially achieved



# Wellington Water

## Culture and Value for Money Improvement Plan

Interim Progress Report - Sept 4  
Q1 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.*

Objective	Forecast progress rating <i>Overall objective</i>	Q1 action	Progress made this quarter	Progress rating Q1 Action
<b>Outcome 2.1: Strengthen mechanisms for demonstrating value for money</b>				
<b>2.1a:</b> Create healthy competition and establish clear benchmarks for what jobs should cost in the open market through putting more projects and contracts out to competitive bidding	Largely achieved	Make an assessment of the percentage of work that will be tendered through the panel versus open market	On-track. Projects and contracts in quarter 1 have been subject to commercial tension, with open and closed tenders issued via GETS in line with our procurement principles and policy.	Partially achieved
<b>Outcome 2.2: Strengthen the control and oversight of our suppliers</b>				
<b>2.2a:</b> Implement value-focused performance metrics and regular reviews of performance against these for consultants and contractors	Largely achieved	Commence	Traditional contract agreements continue to govern our engagements with consultants and contractors, with performance measured against the established contract conditions and payment terms. The value metrics and deliverables remain clearly defined within the contract agreements and are being effectively realised through ongoing delivery. Since last quarter, there has been notable maturity in programme development. Despite this increased maturity, the overall status remains consistent with previous reporting, progress is steady, and all aspects are on track.	Partially achieved
<b>2.2b:</b> Implement a value-focussed performance framework for the Operations and Maintenance Alliance that also includes pain/gain sharing	Achieved/exceeded objective	Performance of the Alliance is published and briefed to the Wellington Water Board	Alliance performance to be briefed to the Wellington Water Board in this quarter and from there briefed to the Wellington Water Committee. This will complete this objective.	Achieved/exceeded objective
<b>Outcome 2.3: Strengthen commercial and procurement competency and capability across the organisation that drives a focus on delivery of value for money</b>				
<b>2.3a:</b> Strengthen the Commercial and Procurement competency and functions for Wellington Water	Largely achieved	Deliver training in the Procurement Policy and associated processes to staff with financial delegations. Front load our procurement with external advisers e.g. Quantity Surveying and value engineering.	<p><b>Procurement Training Programme Update:</b> Programme remains on track for organisation-wide delivery, with slides and documentation suite now complete and MBIE-aligned. Focus group sessions held with key personnel across the business to refine content and approach. Full rollout to commence following final refinements from focus group insights.</p> <p><b>Quantity Surveyor Procurement:</b> Two suppliers have been selected with Master Services Agreements now executed: WT Partnership Limited (preferred supplier, effective 18 August 2025) and Alta (secondary supplier, effective 8 August 2025). These Master Services Agreements provide WWL with flexible access to expert Quantity Surveyor resources across all project phases - from early feasibility costing and value engineering through to construction monitoring, financial management, and final cost reconciliation. This arrangement ensures WWL can efficiently engage skilled cost managers for major and critical water infrastructure projects, enabling proactive cost planning and control across the entire capital works programme.</p>	Largely achieved

# Wellington Water

## Culture and Value for Money Improvement Plan

Interim Progress Report - Sept 4  
Q1 2025/26

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

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

Objective	Forecast progress rating Overall objective	Q1 action	Progress made this quarter	Progress rating Q1 Action
<b>Outcome 3.1: Orthodox organisational model with clear purpose and lines of accountability</b>				
<b>3.1a:</b> Implement improvements to asset management practice with a no-regrets basis covering the following: - Implementation of asset management framework - Supporting Technology Systems Investment - Data quality	Partially achieved	Deliver against action plan	No substantial change since last reported. Work is underway on improvements to refresh the Strategic Asset Management Plan commencing with the Asset Management Policy, expected to be endorsed late quarter 1/ early quarter 2. We have ensured the requirements for the TSI Programme have clearly articulated the Asset Management framework needs for the organisation. Inputs to the TSI Towers RFP for the Asset Management Information Systems (AMIS) Tower have been completed with the RFP now in the market. Data quality improvements to build asset planning capability is being focused on in preparation for AMIS.	Partially achieved
<b>3.1b:</b> Document a process and control framework that outlines the key elements and workflows that are involved in running a water services organisation and implement changes to critical assurance and control processes identified through internal audit	Partially achieved	Commence critical process improvements	No substantial change since last reported. Process and control framework to be delivered by end of Quarter 1. Process and control framework will firstly be implemented into the existing internal policy and process-controlled system to ensure that we have functional accountability alignment with activity. Areas for process improvements already identified are: financial; asset management; and technology systems. Continuing to work with TSI Programme and Head of Transformation on change, to ensure critical assurance and control processes are focused on.	Partially achieved
<b>3.1c:</b> Develop and implement group purpose statements	Achieved/ exceeded objective	Implement through group business plans	The objective has been achieved, with group purpose statements developed and embedded into FY26 business plans to support an organisational model with clear accountability; the focus now shifts to monitoring how these statements drive alignment, performance, and impact over time.	Achieved/ exceeded objective
<b>3.1d:</b> Implement good practice approaches for recognising and rewarding values-based staff actions	Achieved/ exceeded objective	Revise the Internal Communication Strategy and incorporate methods to recognise and reinforce values-based actions	We continue to reference our organisational values (mana, whānau, and tangata tiaki) and other behaviours we want to see such as clarity, accountability, and good decision-making in our communications to staff. We have formalised mechanisms for Executive Leadership Team members to regularly acknowledge staff contributions in their written communications and wider Groups engagement, in order to recognise values-based actions	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.

Objective	Forecast progress rating <small>Overall objective</small>	Q1 action	Progress made this quarter	Progress rating <small>Q1 Action</small>
Outcome 3.2: Strengthened culture of raising issues and overall awareness of controls				
<b>3.2a:</b> Communicate with staff through staff meetings and messages the importance of speaking up and raising risks early	Achieved/ exceeded objective	Initiate a set of staff workshops	Ongoing communications from the Chief Executive and Executive Leadership Team continue to reinforce and encourage staff to speak up and raise risks early. In August, we updated the Protected Disclosures Policy and the updated policy has been communicated to all staff as part of the roll out.	Achieved/ exceeded objective
<b>3.2b:</b> The Code of Conduct is reviewed to include positive, value-reinforcing behaviours across the organisation	Achieved/ exceeded objective	No further action required	A review of the Code of Conduct was undertaken in quarter 4 2024/25. The revised code of conduct is now adopted into the onboarding and induction of new staff. No further action required.	Achieved/ exceeded objective
<b>3.2c:</b> Review the existing Protected Disclosures ‘Speak Up’ Policy, including disclosure requirements that extend beyond just staff, and the Items of Significance Policy to ensure they are easily understood and have mechanisms in place to use	Largely achieved	Review policies	Protected Disclosures: Policy has been approved and released to staff on our internal intranet and through internal newsletter, along with a quiz to encourage engagement. The Items of Significance Policy is scheduled for review in September 2025.	Largely achieved

# Wellington Water

## Culture and Value for Money Improvement Plan

Interim Progress Report - Sept 4  
Q1 2025/26

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

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

Objective	Forecast progress rating Overall objective	Q1 action	Progress made this quarter	Progress rating Q1 Action
Outcome 3.3: Strengthen governance oversight and assurance internally and externally				
<b>3.3a:</b> Improve assurance through improving the quality and content of information provided to, and reporting products from, the Risk and Assurance function	Largely achieved	Assurance provided to Wellington Water Board over the implementation of the Improvement Plan	Improvement Plan performance and assurance process implemented. Reporting of plan and performance provided to the Wellington Water Board and Wellington Water Committee. Additional assurance provided through the internal audit programme with a focus on corporate financial transactions and controls, Alliance financial cost, procurement and purchasing, contract management, fraud and sensitive expenditure, and capital project management. Internal audit programme on track delivering assurance and performance insight to the Audit committee.	Largely achieved
<b>3.3b:</b> Report on the implementation of the Improvement Plan	Achieved/ exceeded objective	Performance is published and briefed to the Wellington Water Board and Water Committee	Performance has been reported to the Water Committee on 25 July and the Wellington Water Board on 15 August. The Water Committee papers are available via Hutt City Council website. Performance will be published on Wellington Water website by the end of quarter 1.	Achieved/ exceeded objective
<b>3.3c:</b> Meet the Foundational Information Disclosure Requirements from the Commerce Commission	Largely achieved	Establish reporting	Engaged with the Commerce Commissions consultation process. Provided submissions. Reporting accountabilities allocated. Final determination made by the Commerce Commission on 12th August 2025. Implementation started and on track for delivery against Commerce Commission determination. First formal submission due by 31st October 2025.	Largely achieved
<b>3.3d:</b> Simplify the internal management framework by reviewing existing Management Committee Framework and implement changes	Partially achieved	Further streamline	No further work as at the 4 September	Partially achieved



# Wellington Water

## Organisational Capability Plan

Interim Progress Report - Sept 4  
Q1 2025/26

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

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

Objective	Forecast progress rating Overall objective	Q1 action	Progress made this quarter	Progress rating Q1 Action
<b>Outcome 4.1: Maintain a relentless focus on effective fluoridation in both the short and long term</b>				
<b>4.1a:</b> The 2022 Phase 1 response focused on restoring full fluoridation to the Wellington region's drinking water supply with containerised solutions with a lifespan of 7 years. This has given time for Phase 2 to be well planned and invested in through the LTP. The objective is to establish permanent fluoride dosing systems at all four Drinking Water Treatment Plants, ensuring they are safe for operators and capable of consistently meeting WWL's fluoride performance targets.	Partially achieved	Develop a multi-year programme of work and associated business case	The Indicative Business Case is being drafted to articulate the strategic case for regional improvements and investment in fluoridation infrastructure and practices. A Programme Manager has been appointed to lead this work forward and plan the multi-year programme of work, utilising the completed Activity Brief.	Largely achieved
<b>Outcome 4.2: Strengthen the control and oversight of our suppliers</b>				
<b>4.2a:</b> Improve Wastewater Treatment Plant compliance	Partially achieved	Provide assurance to Board that the compliance projects are on track	Compliance projects are tracked through the capital delivery dashboard reporting and are monitored through the Treatment Plant Steering Committee Currently, three of the four metropolitan Wastewater Treatment Plants (WWTPs) are achieving compliance. Moa Point is non-compliant for air discharge. The primary cause of non-compliance across the network is the condition of ageing assets. Significant renewal and upgrade projects are underway; however, achieving consistent compliance will take several years. Enhancing operational performance remains a key focus, with our contractor, Veolia, actively engaged. We are leveraging contract mechanisms to drive improvements and are working closely with Veolia to deliver better operational outcomes. To strengthen oversight and drive performance improvements, the wastewater contract team has been expanded with two new roles, and recruitment is currently underway (appointments pending). These changes are aimed at enhancing our ability to monitor and support Veolia's performance more effectively. SWDC WWTPs: Two out of four WWTPs are currently non-compliant. Without significant upgrades, these plants will not be able to achieve compliance. As of July 2025, SWDC has taken over responsibility for planning and implementing capital projects.	Partially achieved

# Wellington Water

## Organisational Capability Plan

Interim Progress Report - Sept 4  
Q1 2025/26

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

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

Objective	Forecast progress rating Overall objective	Q1 action	Progress made this quarter	Progress rating Q1 Action
<b>Outcome 4.3: Strengthened financial controls that protect the integrity of financial transactions</b>				
<b>4.3a:</b> Strengthen financial controls including large purchase orders, automatic payments of invoices, approvals for spending and payment (including Alliance statement of claim), financial system access, stop disclosing operational and capital budget information	Largely achieved	Financial system access resolved to enable implementation of delegations.  Implement good practice financial management practices training.	External party access to financial system (TechOne) has been removed, with a check that all users have a Wellington Water email address. 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. Consultant Statements of Claim have ceased effective 1 July 2025.	Achieved/ exceeded objective
<b>4.3b:</b> Reduce the conflicts of interest in key roles associated with the consultant panel through building internal project management capacity and ensuring client project managers are independent from the panel	Largely achieved	Recruit internal project managers and ensure project managers are sourced from outside of the panel	We are strengthening our internal project management capability through the recruitment of a Head of Internal Project Management within Capital Delivery. In parallel, we are assessing proposals from external project management suppliers to maintain project independence and delivery continuity while we recruit and onboard our in-house project management team. Work is also underway in building a centre of excellence for project management.	Partially achieved
<b>4.3c:</b> Implement a comprehensive set of company wide delegations	Achieved/ exceeded objective	Delegations communicated to all delegation holders via formal letters of delegation	The implementation of this workstream is completed for finance, people, and contracts.	Achieved/ exceeded objective
<b>4.3d:</b> Increase transparency and quality of delivery/investment planning information shared with Councils. Standardised approach to contingency management (for programmes of capital investment and delivery provided to Councils), including separate line for corporate costs for increased transparency.	Largely achieved	No Q1 actions	No Q1 actions	Achieved/ exceeded objective

**A**

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

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

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

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

**B**

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

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

**D**

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

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

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

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

**E**

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

**F**

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

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

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

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

**G**

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

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

**H**

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

**I**

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



**L**

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

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

**M**

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

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

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

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

**N**

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

**O**

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

**P**

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

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

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

## R

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

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

## S

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

**Suspended Solids:** Solid particles that are suspended in water.

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

**Sewage:** (See wastewater)

## T

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

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

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

## U

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

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

**Undisinfected:** Water that has not been disinfected.

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

## **W**

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

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

**WI: Wainuiomata WTP:** Wainuiomata Water Treatment Plant.

**WL: Waterloo WTP:** Waterloo Water Treatment Plant.

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


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

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

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

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

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



# Metro Wastewater Treatment Plants Monthly Performance Report

Month/Year  
August 2025





Current status

Compliant













































































Compliant (with noted issue)


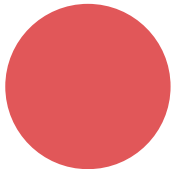
Non-compliant


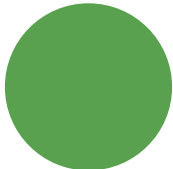
## Performance - August 2025


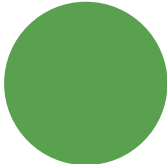
Wastewater Treatment Plant	
Moa Point	
Porirua	
Seaview	
Western	


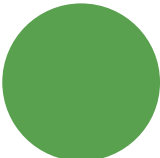
## Compliance as per Reporting

Month of Month (C..	Wastewater Treatment Plant (Compliance Reporting)			
	Moa Point	Porirua	Seaview	Western
January 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				


<div><div></div><div>Moa Point Wastewater Treatment Plant performance - August 2025</div></div>					
Commentary	Discharges	Odour Complaints	Items of significance	Current status	
The plant is compliant for effluent quality, but was non-compliant for one air quality measure.	No discharges in August.	There was one odour complaint in August relating to the Southern Landfill site and Careys Gully Sludge Dewatering plant.	Odour Management System: Investigations continue into the decreased performance of the chemical scrubber system. The plant was non-compliant for Total Reduced Sulphur (TRS) in August and investigations continue. The team are actively working with overseas odour experts to help identify the root cause of the issue. Previously reported adjustments to operational set points of the scrubber system have not acheived desired performance outcomes, and the next set of actions to restore reliable performance are being implemented.	Non-compliant	


<div><div></div><div>Porirua Wastewater Treatment Plant performance - August 2025</div></div>					
Commentary	Discharges	Odour Complaints	Items of significance	Current status	
The plant is compliant for effluent quality.	No discharges in August.	No odour complaints in August.	Improvements in the biological process has returned solids concentration in the process to a more manageable level, with encouraging trends observed in the dewatering efficiency. This has improved overall sludge and effluent process outcomes.	Compliant	


<div><div></div><div>Seaview Wastewater Treatment Plant performance - August 2025</div></div>						
Commentary	Discharges	Odour Complaints	Items of significance	Odour Treatment Project	Current status	
The plant is compliant for effluent quality.	There were three consented wet weather discharges to the Waiwhetū Stream in August.	There was one odour complaint received in August.	<p>Primary Sedimentation Tank (PST) refurbishments: Planned refurbishment to PST #1 was completed in August. This means all four PST's have been refurbished in the past 12 months and will help stabilise the plants biological process.</p> <p>Community Odour Monitors: The project is progressing well with the first two monitors installed at the plant in August. The remaining three monitors will be installed in the designated community locations and commissioned before end of September.</p>	<p>What has been completed:</p> <ul style="list-style-type: none"><li>- The contractor design has been approved accepted by Wellington Water</li><li>- 50% of the new milliscreen ducting has been installed</li><li>- Sealing of the external ducting is complete</li></ul> <p>Whats coming up:</p> <ul style="list-style-type: none"><li>- Installation of the new community odour monitors to be completed</li><li>- Complete installation of the new milliscreen ducting</li><li>- Progress on remaining stage 2 construction works</li></ul>	Compliant	


<div><div>Wellington Water</div><div>Western Wastewater Treatment Plant performance - August 2025</div></div>					
Commentary	Discharges	Odour Complaints	Items of significance	Current status	
The plant is compliant for effluent quality.	No discharges in August.	No odour complaints in August.	There are no items of significance currently.	Compliant	















<div><div></div></div>		
<h2>Moa Point Compliance</h2>		<div>Current status</div> <div><div></div> Compliant (with noted issue)</div> <div><div></div> Non-compliant</div>
Month of Month (Compliance Re..	Compliance Issues	Moa Point
August 2023	Non-consented short outfall discharge	<div></div>
September 2023	Non-compliant for SS and 2 x unconsented discharges (short outfall)	<div></div>
October 2023	Non-compliant for SS	<div></div>
November 2023	Non-compliant for SS, Non-compliant for faecal coliforms	<div></div>
December 2023	Non-compliant for SS, Non-compliant for faecal coliforms	<div></div>
January 2024	Non-compliant for SS, Non-compliant for faecal coliforms	<div></div>
February 2024	Non-compliant for SS, Non-compliant for faecal coliforms	<div></div>
March 2024	Non-compliant for SS, faecal coliforms and BOD	<div></div>
April 2024	Non-compliant for SS, faecal coliforms and BOD	<div></div>
May 2024	Non-compliant for SS, faecal coliforms and BOD	<div></div>
June 2024	Non-compliant for SS, faecal coliforms	<div></div>
July 2024	Non-compliant for SS, faecal coliforms	<div></div>
August 2024	Non-compliant for SS, faecal coliforms	<div></div>
September 2024	Non-compliant for SS, faecal coliforms	<div></div>
October 2024	Non-compliant for SS, faecal coliforms, non-compliant for odour	<div></div>
November 2024	Non-compliant for SS, faecal coliforms, odour and discharge events	<div></div>
December 2024	Non-compliant for SS, faecal coliforms, non-compliant for odour	<div></div>
January 2025	Non-compliant for SS, non-compliant for odour and discharge events	<div></div>
February 2025	Non-compliant for SS, faecal coliforms and odour	<div></div>
March 2025	Non-compliant for faecal coliforms, non-compliant for odour and discharge events	<div></div>
April 2025	Non-compliant for faecal coliforms, non-compliant for odour and discharge events	<div></div>
May 2025	Non-compliant for faecal coliforms, non-compliant for odour and discharge of non-compliant effluent	<div></div>
June 2025	Non-compliant for Total Reduced Sulphur and discharge events	<div></div>
July 2025	Non-compliant discharge events (3) during renewal work to clarifer in July	<div></div>
August 2025	Non-compliant for Air Discharge - Total Reduced Sulphur (TRS)	<div></div>

<div><div></div><div><h1>Porirua Compliance</h1></div></div> <div><div>Current status</div><div><div>Compliant</div><div>Compliant (with noted issue)</div></div></div>		
Month of Month (Compliance Re..	Compliance Issues	Porirua
August 2023	Compliant	<div></div>
September 2023	Unconsented discharge – power outage	<div></div>
October 2023	One partially treated discharge	<div></div>
November 2023	Compliant	<div></div>
December 2023	Compliant	<div></div>
January 2024	Compliant	<div></div>
February 2024	Faecal Coliform exceedance	<div></div>
March 2024	Compliant with high MLSS and Carryover events	<div></div>
April 2024	Compliant with high MLSS and discharge events	<div></div>
May 2024	Compliant with high MLSS and discharge events	<div></div>
June 2024	Compliant with high MLSS and discharge events	<div></div>
July 2024	Compliant but with faecal coliform spikes	<div></div>
August 2024	Compliant	<div></div>
September 2024	Compliant	<div></div>
October 2024	Compliant	<div></div>
November 2024	Compliant	<div></div>
December 2024	Bypass system of the UV system and discharge events	<div></div>
January 2025	Non-compliant for odour and discharge events	<div></div>
February 2025	Non-compliant for odour	<div></div>
March 2025	Compliant but with faecal coliform spikes, Faults with the Duron UV system and discharge events	<div></div>
April 2025	Sludge carryovers and discharge events	<div></div>
May 2025	Sludge carryovers and discharge events	<div></div>
June 2025	Compliant for daily effluent quality but elevated MLSS remains closely monitored	<div></div>
July 2025	Compliant for daily effluent quality, but MLSS being closely monitored	<div></div>
August 2025	Compliant	<div></div>

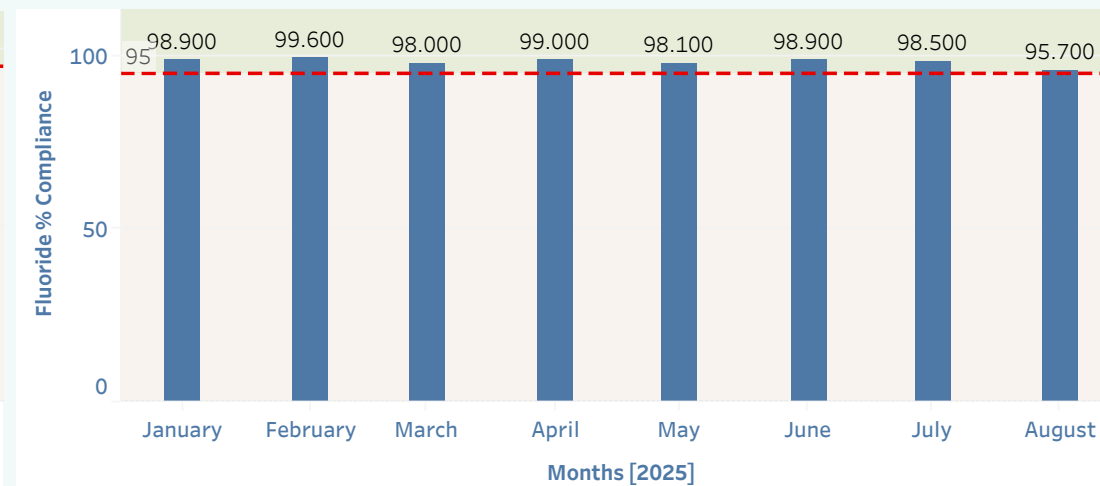
<div><div></div><div><h1>Seaview Compliance</h1></div></div> <div><div>Current status</div><div><div>Compliant</div><div>Non-compliant</div></div></div>		
Month of Month (Compliance Re..	Compliance Issues	Seaview
August 2023	Compliant	<div></div>
September 2023	Non-compliant for faecal coliforms	<div></div>
October 2023	Non-compliant for faecal coliforms	<div></div>
November 2023	Non-compliant for faecal coliforms, non-compliant odour	<div></div>
December 2023	Non-compliant for faecal coliforms, non-compliant odour	<div></div>
January 2024	Non-compliant for faecal coliforms	<div></div>
February 2024	Non-compliant for faecal coliforms	<div></div>
March 2024	Non-compliant for faecal coliforms	<div></div>
April 2024	Non-compliant for faecal coliforms	<div></div>
May 2024	Non-compliant for faecal coliforms	<div></div>
June 2024	Non-compliant for faecal coliforms	<div></div>
July 2024	Non-compliant for faecal coliforms, non-compliant for odour	<div></div>
August 2024	Non-compliant for faecal coliforms	<div></div>
September 2024	Non-compliant for faecal coliforms, odour and dry weather discharge	<div></div>
October 2024	Non-compliant for faecal coliforms, non-compliant for odour	<div></div>
November 2024	Non-compliant for faecal coliforms, non-compliant for odour	<div></div>
December 2024	Non-compliant for faecal coliforms, non-compliant for odour and discharge events	<div></div>
January 2025	Non-compliant for SS and non-compliant for odour	<div></div>
February 2025	Non-compliant for faecal coliforms, non-compliant for odour and discharge events	<div></div>
March 2025	Compliant	<div></div>
April 2025	Compliant	<div></div>
May 2025	Non-compliant for faecal coliforms and discharge events	<div></div>
June 2025	Non-compliant for total suspended solids and discharge events	<div></div>
July 2025	Compliant	<div></div>
August 2025	Compliant	<div></div>

<div><div></div><div>Western Compliance</div></div>		
		<div>Current status</div> <div><div>Compliant</div><div>Compliant (with noted issue)</div><div>Non-compliant</div></div>
Month of Month (Compliance Re..	Compliance Issues	Western
August 2023	Compliant – except outfall pipe leak (reported as amber)	<div></div>
September 2023	Non-compliant for BOD, outfall pipe leak	<div></div>
October 2023	Non-compliant for BOD, outfall pipe leak	<div></div>
November 2023	Non-compliant for BOD, outfall pipe leak	<div></div>
December 2023	Non-compliant for BOD, outfall pipe leak	<div></div>
January 2024	Non-compliant for BOD, outfall pipe leak	<div></div>
February 2024	Non-compliant for BOD, outfall pipe leak	<div></div>
March 2024	Non-compliant for BOD, outfall pipe leak	<div></div>
April 2024	Non-compliant for BOD, outfall pipe leak	<div></div>
May 2024	Non-compliant for BOD, outfall pipe leak	<div></div>
June 2024	Non-compliant for BOD, outfall pipe leak	<div></div>
July 2024	Compliant	<div></div>
August 2024	Compliant	<div></div>
September 2024	Compliant	<div></div>
October 2024	Compliant	<div></div>
November 2024	Compliant	<div></div>
December 2024	Compliant	<div></div>
January 2025	Compliant	<div></div>
February 2025	Compliant	<div></div>
March 2025	Compliant	<div></div>
April 2025	Compliant	<div></div>
May 2025	Unconsented discharge of undisinfected effluent	<div></div>
June 2025	Compliant	<div></div>
July 2025	Compliant	<div></div>
August 2025	Compliant	<div></div>

		Wellington Metropolitan Water Treatment Plants Monthly Performance Report	
August 2025		Month/Year August 2025	
Water Treatment p..	Comments	Safe Drinking Water	Fluoride
Waterloo	Waterloo WTP is non-compliant with the Water Services Authority bacterial compliance rules*. This issue does not affect drinking water safety. The WTP is compliant with the Authority's Protozoal compliance rules. The WTP was on reduced supply for about 3 weeks while both WTP reservoirs were drained and cleaned. Concurrently, the interconnection valve between the two reservoirs was also replaced. Waterloo fluoridated the drinking water within MoH's recommended levels 91.1% of the time. The low level was due to planned treatment plant shutdowns and maintenance.		
Wainuiomata	Wainuiomata WTP is compliant with the Water Services Authority bacterial and protozoal compliance rules. Wainuiomata has fluoridated the drinking water within MoH's recommended levels 95.7% of the time. The Wainuiomata catchment 1080 pest control activity was successfully completed.		
Te Mārua	Te Mārua WTP is compliant with the Water Services Authority bacterial and protozoal compliance rules. Construction of the new Powdered Activated Carbon dosing plant is currently underway. The Filter 3 media replacement project is progressing well. Te Mārua has fluoridated the drinking water within MoH's recommended levels 95% of the time.		
Gear Island	Gear Isl WTP is compliant with the Water Services Authority bacterial and protozoal compliance rules. Gear Island has fluoridated the drinking water within MoH's recommended levels 93.5% of the time. The low level was due to planned shutdowns and asset maintenance.		
*Due to changes in the assurance rules, the capability of the existing Waterloo treatment plant facilities, and the layout of the network, a significant treatment plant upgrade and/or additional network infrastructure is required to achieve compliance with the rules as written. ..		<div><div> Compliant – we are meeting the necessary regulatory requirements</div><div> Not compliant but nearing compliance</div><div> Not compliant with necessary regulatory requirements</div></div> <div>Fluoride Compliance (% Monthly)</div>	

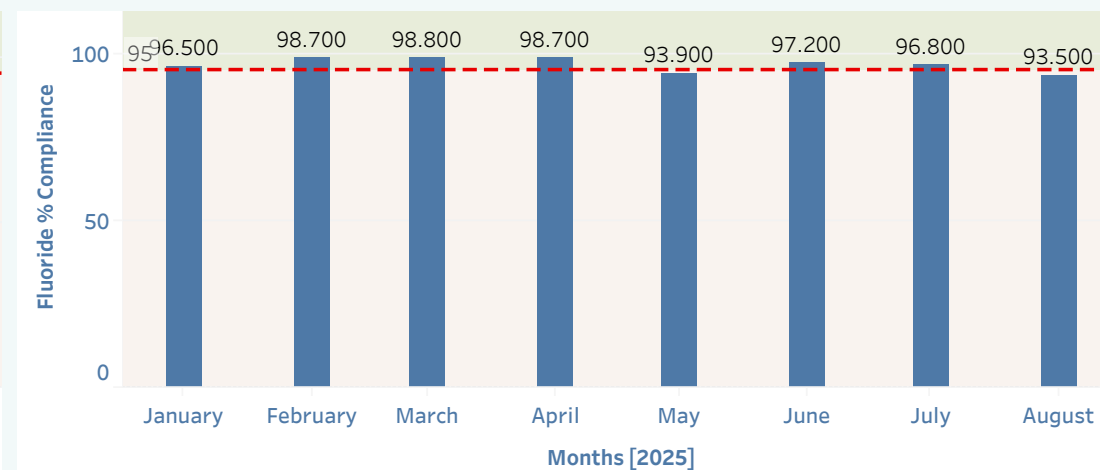


# Wainuiomata




Our aim is to maintain a steady fluoride level in the water that meets the Ministry of Health's recommended levels no less than 95%, represented by the **red dotted line** in the graph. The recommended compliance percentage area is shaded **light green**, while areas outside this are shaded **light red** to indicate non-compliance.

## Gear Island







# South Wairarapa Wastewater Treatment Plants Monthly Performance Report

Month/Year

August 2025

Current status

Compliant

Compliant, but with the risks identified below


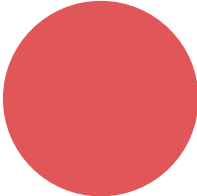
Non-compliant

## Performance - August 2025


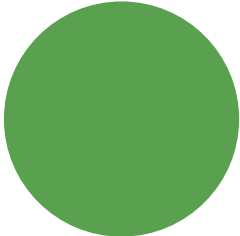
Wastewater Treatment Plant	
Featherston	<div><div></div><div></div><div></div><div></div><div></div></div> <div></div>
Greytown	<div><div></div><div></div><div></div><div></div><div></div></div> <div></div>
Lake Ferry	<div><div></div><div></div><div></div><div></div><div></div></div> <div></div>
Martinborough	<div><div></div><div></div><div></div><div></div><div></div></div> <div></div>


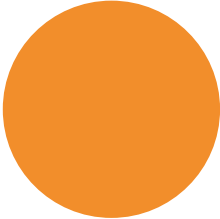
## Compliance as per Reporting

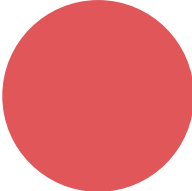
Month of Month (Compli..	Wastewater Treatment Plant (Compliance Reporting)			
	Featherston	Greytown	Lake Ferry	Martinborough
January 2024				
February 2024				
March 2024				
April 2024				
May 2024				
June 2024				
July 2024				
August 2024				
September 2024				
October 2024				
November 2024				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


<div><div></div><div></div></div>			
Greytown Wastewater Treatment Plant performance - August 2025			
Commentary	Items of significance	Current status	
<p>In 2023, Greater Wellington Regional Council issued letters requesting explanations of non-compliance. Wellington Water is implementing the required corrective actions where possible within the plant and resource constraints.</p> <p>Capital delivery is with SWDC, major investment is required.</p>	<p>With effect 01 July 2025, SWDC took back ownership of the Capital Delivery Programme and associated projects.</p> <p>WWL submitted a draft growth and capacity study to SWDC in December 2024; SWDC have taken ownership and need to consider the next steps.</p> <p>GWRC sent a "Please Explain" regarding the WWTP effluent quality non-compliance. WWL replied to the letter within the required timeframe.</p>	Non-compliant	



<div></div>			
Featherston Wastewater Treatment Plant performance - August 2025			
Commentary	Items of significance	Current status	
<p>Major investment is required to achieve a new consent.</p> <p>The Consent hearing was held in July. However, going forward, the consenting process will be managed by SWDC as part of the upgrade project.</p>	<p>With effect 01 July 2025, SWDC took back ownership of the Capital Delivery Programme and associated projects.</p>	<p>Compliant</p>	

<div><div>Wellington Water</div><div>Lake Ferry Wastewater Treatment Plant performance - August 2025</div></div>			
Commentary	Items of significance	Current status	
The new resource consent application was submitted this month. However ongoing work associated with the consent process will be managed by SWDC.	<div>With effect 01 July 2025, SWDC took back ownership of the Capital Delivery Programme and associated projects.</div> <div>Source of current high inflow and infiltration is still not funded for investigation. Peak loads are impacting on the plant's hydraulic capacity, which is likely to adversely affect the WWTP performance and compliance.</div>	Compliant, but with the risks identified below	

<div></div>			
Martinborough Wastewater Treatment Plant performance - August 2025			
Commentary	Items of significance	Current status	
<p>As capital delivery is with SWDC, Greater Wellington Regional Council (GWRC) has lifted the Abatement Notice it issued to WWL in June.</p> <p>Capital delivery is with SWDC, major investment is required.</p>	<p>With effect 01 July 2025, SWDC took back ownership of the Capital Delivery Programme and associated projects.</p> <p>Current plant design is insufficient to avoid non-compliance.</p> <p>WWL submitted a draft growth and capacity study to SWDC in December 2024; SWDC have taken ownership and need to consider the next steps.</p>	Non-compliant	

<div><div>Wellington Water</div><div>South Wairarapa Water Treatment Plants Monthly Performance Report</div></div>			
August 2025		Month/Year August 2025	<div>Safe Drinking Water</div> <div><div></div> Compliant – we are meeting the necessary regulatory requirements</div> <div><div></div> Compliant but requiring more work</div> <div><div></div> Not compliant with necessary regulatory requirements</div>
Water Treatm..	Comments	Fluoride	Safe Drinking Water
Martinborough	The Martinborough WTP is compliant against the bacterial and protozoal Rules. Work is underway to decommission the soda ash dosing system, due to being surplus to requirements.	Currently not yet mandated by the MoH	<div></div>
Memorial Park	The Memorial Park WTP is compliant against the bacterial and protozoal Rules. A Health & Safety issue, associated with the temporary caustic soda system, occurred during the month. The caustic soda dosing upgrade project is now with the SWDC Capital Projects Delivery team to complete.	Currently not yet mandated by the MoH	<div></div>
Pirinoa	Pirinoa is compliant against the bacterial and protozoal Rules. The raw water storage tank, and associated pipework, has been handed over to the SWDC Capital Projects Delivery team to complete.	Currently not yet mandated by the MoH	<div></div>
Waiohine	The Waiohine WTP is compliant against the bacterial and protozoal Rules. The caustic soda dosing upgrade project is now with the SWDC Capital Projects Delivery team for completion.	Currently not yet mandated by the MoH	<div></div>

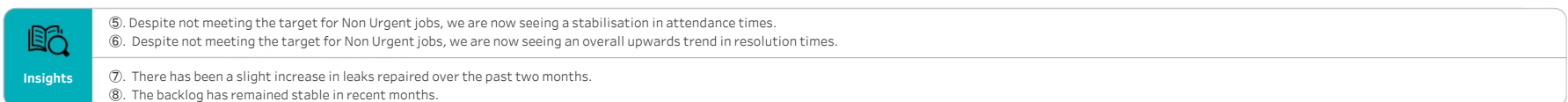


Our water, Our Future

Operations Report  
NETWORK OPERATIONS GROUP  
Reporting Date: 4th September 2025

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



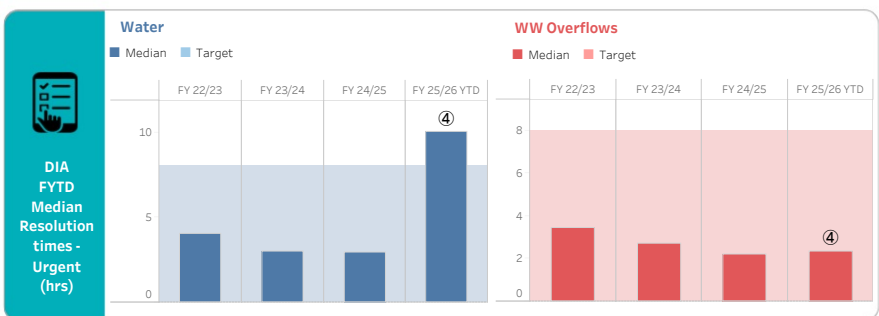
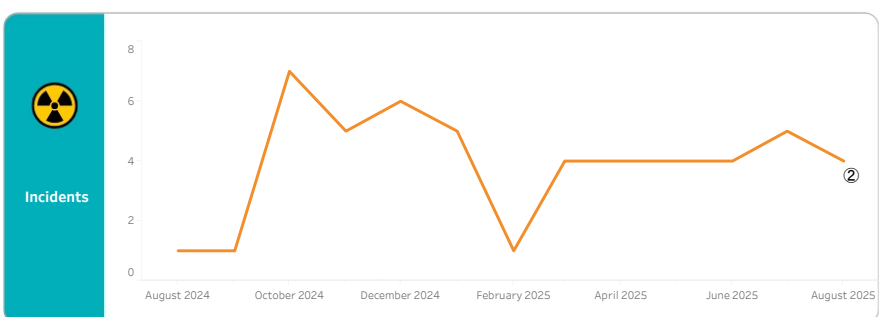


\*Also note that Report provides a snapshot in time. Analysis Date: 08/09/25

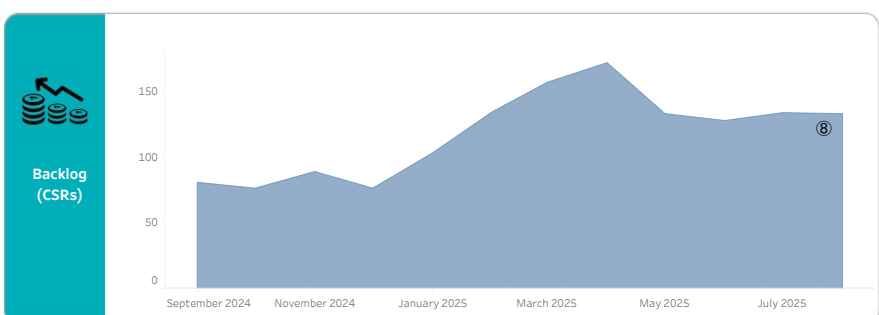
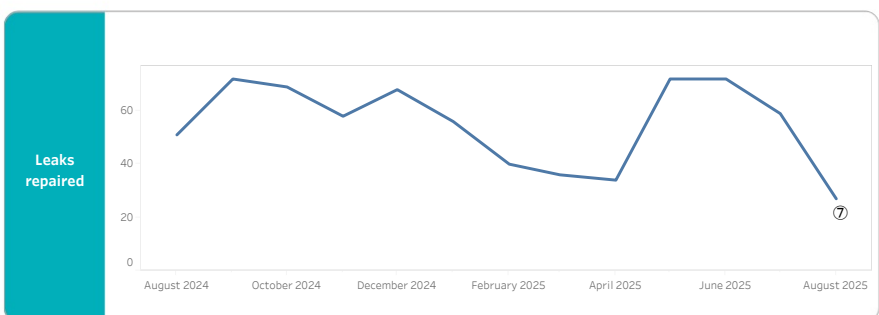


\*Also note that Report provides a snapshot in time. Analysis Date: 08/09/25





- ①. There has been a recent decrease in reported network faults.
- ②. The number of incidents are unpredictable and can vary significantly from month to month.
- ③. Attendance within SLAs for urgent jobs is within the targeted timeframes.
- ④. Progress in resolving urgent jobs is within the targeted timeframes for wastewater; however, it is outside the target for potable water.



5. Progress in attending to non-urgent water jobs is within the targeted timeframes.
6. Progress in resolving non-urgent water jobs is outside the targeted timeframes.
7. There has been a large decrease in leaks repaired over the past two months.
8. The backlog has stabilised over the past four months.

\*Also note that Report provides a snapshot in time. Analysis Date: 07/09/25



\*Also note that Report provides a snapshot in time. Analysis Date: 05/09/25



\*Also note that Report provides a snapshot in time. Analysis Date: 05/09/25

### Company and Governance Update

## Appendix 4: Summary for councillors of papers to the Wellington Water Committee meeting, Friday 26 September 2025

### Purpose

1. This appendix to the Company and Governance Update provides a summary of the content of the meeting's papers.
2. It is intended to support Committee members reporting back to their fellow councillors, and councillors to engage in the work of the Committee.
3. The present meeting is the fourth full meeting in the 2025 calendar year. There have been four additional meetings with limited agendas. The next meeting is tentatively scheduled for 12 December 2025, to be confirmed once the Committee is reinstated following elections.

### Overview of papers

4. Wellington Water items presented to the Committee this meeting are:
  - a. Company and Governance Update
  - b. Metropolitan Acute Water Shortage Risk – 2025/26 update

### *Wellington Water Company and Governance Update*

5. This paper covers: key governance conversations and actions; Committee priorities; and Operational achievements and issues since the last meeting.
6. The paper notes the progress towards planning the transition to 'Metro Water' and work with SWDC
7. **Culture and Value for Money Improvement Plan:** an update is provided showing progress against Q1 targets.
8. **Sustainable water supply:** work continues on the Bulk Drinking Water Programme Investment Case and Metering Programme
9. **Regulatory performance:** The paper notes current engagement with the Water Services Authority - Taumata Arowai and current infringement and abatement notices. The Commerce Commission has made its determination regarding foundational information disclosure (ID) for Wellington Water. Treatment plant dashboards (for drinking and wastewater) are attached to the report.
10. **People:** Unplanned staff turnover is stable. Wellington Water have changed providers for the staff engagement survey and set a new baseline of 55%.
11. **Health & Safety:** There was a minor chemical burns incident which is under review. Wellington Water continues to work with Veolia on its health and safety performance.
12. **Budget:** The paper notes end of financial year results for corporate costs, council capex and council opex programmes.
13. **Operational delivery:** Reports are included on areas of work done through the Customer Operations Group, such as: number of faults and incidents; attendance and resolution times; leaks repaired; backlog; and revisit rate. The leaks backlog is within sustainable levels.
14. **Capital delivery:** In 2024/25 13 kilometres of pipe were constructed, above target. The forecast for 2025/26 is 6.4 kilometres.

### Company and Governance Update

15. **Environmental Water Quality:** We await the release of Taumata Arowai Wastewater Environmental Performance Standards to understand how they will impact the network discharge consent applications.
16. **Net carbon Zero:** Wellington Water have created a Head of Sustainability and Resilience role, which will lead a programme of work to understand the actions required to set the three waters services up for long-term sustainability and resilience, including to climate change and seismic hazards, and to support the business to adopt the necessary changes to investment and operations.
17. **Technology systems:** The Technology Systems Investment (TSI) Programme team is working through evaluation of responses to the Request for Proposal for the suite of systems (project management, asset, finance, customer and H&S) required to improve WWL's capability and set up 'Metro Water' to succeed.

#### Metropolitan Acute Water Shortage Risk – 2025/26 update

18. The paper notes that the current forecast risk of an acute water shortage for the Wellington metropolitan region this summer is less than 1%. Wellington Water has set a water loss reduction target of a further 2 MLD for this summer.
19. The paper introduces the operational plans and water shortage risk communications and engagement plans for 25/26.



## Komiti Ngā Wai Hanganua Wellington Water Committee

16 September 2025

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Report no: WWC2025/4/108

### Metropolitan Acute Water Shortage Risk - 2025/26 update

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#### Purpose of Report

1. This report provides the Wellington Water Committee with an update on:
  - the current forecast risk of an acute water shortage for the Wellington metropolitan region this summer;
  - the water loss reduction target for 2025/26; and
  - water shortage risk communications and engagement plans for 25/26.

#### Recommendations

That the Committee notes the report.

#### The acute water shortage risk for 2025/26 is less than 1%

2. For the summer of 2023/24 there was a significantly elevated risk that the metropolitan Wellington region could experience both an acute water shortage and tighter and prolonged water restrictions. This risk was primarily a function of significant water loss in the networks, population growth and relatively high water use, and insufficient capacity to meet the resulting increase in total water demand. In light of these risks, for the summer of 2024/25 Taumata Arowai stepped in to set a demand reduction target of 7.4 Megalitres per day (MLD) and to oversee Wellington Water and the councils' performance against that target. The target was expected to result in the risk of an acute water shortage (level 4 Water Restrictions) reducing to an acceptable level.
3. In response to the risk and this target, the councils provided an increase in funding for the 2024/25 financial year for water loss management activities such as leak detection and repair. This funding saw the backlog of leaks reduced to a sustainable level in the first time in four years and enabled us to achieve a significant total savings of around 11 MLD well exceeding the 7.4MLD target.

4. Thanks to Greater Wellington Regional Council bringing forward their investment, the summer of 2024/25 also saw key upgrades of the Te Mārua Water Treatment Plant which delivered an additional 20 MLD of water treatment capacity at the plant. This increases the ability of the water supply system to meet peak demands. Full capacity from that plant expansion was achieved later in the financial year and is now available for this summer and beyond.
5. Collectively, this investment successfully mitigated the acute water shortage risk for summer 2024/25 and ensures the system is well positioned to also successfully meet water demands for the 2025/26 summer. The overall water supply position (supply and demand) is much more favourable than it was for 2024/25.
6. The latest assessment shows the risk of the metropolitan Wellington region reaching Level 4 restrictions (due to insufficient headroom or water storage) is less than 1% under normal conditions. A more specific calculation of the risk for the coming summer will be calculated in October, when the seasonal climate data becomes available from Earth Sciences NZ (ESNZ, formerly Niwa).
7. With the risk at such a low level, it is not anticipated that Taumata Arowai will require the setting of a target and the associated reporting.

**Wellington Water has set a water loss reduction target of a further 2 MLD for this summer**

8. While the 11 MLD water loss reduction was an excellent result, Wellington Water's 'keep-reduce-add' (KRA) investment strategy for drinking water requires a reduction of 20 MLD by 2035 and be on a trajectory to achieve a further 20 MLD by 2050 as the benefits of water meters are realised. Looking at this another way, despite the savings gained total water loss remains relatively high at more than 37% and further reductions are still required.
9. Following consideration of available budgets and the effectiveness of last year's programme, the target for 2025/26 has been set at a further 2 MLD. This would see public network losses reduce from 44 MLD to 42 MLD during 2025/26. Councils' funding for water loss management has reduced from last year's increases back to more typical levels (and below WWL's recommended funding levels). As well as the funding limitations, this target also acknowledges that losses will become more difficult and more expensive to locate as the backlog is reduced over time.
10. The intention is that a 'sinking lid' approach will be used for future annual target setting, locking in and building on existing savings to work towards the long-term target. Achieving this target relies on councils' ongoing investment into finding and fixing leaks to keep the backlog down as well as investment into replacing and renewing old pipes to prevent leaks from occurring in the first place.

11. If needed, the annual target can be varied as funding levels change and experience continues to be gained on what actions are most efficient and effective. It will also be necessary to see if the savings from 2024/25 can be locked in, or whether the backlog of leaks will start to grow again as the funding drops back from the elevated level and as the asset base continues to age until renewals investment has increased.

#### **Planning for summer 2025/26 is underway**

12. The increased funding and activity in 2024/25 provided us with a strong platform for reviewing and improving our water loss management processes, including through the use of data and insights. We are also currently working with the Water Research Council (WRC) out of the UK to benchmark the maturity of our practices and processes and develop a multi-year roadmap for improvement.
13. We are now in the process of developing our plans for our operational activities for summer 2025/26, making use of the insights from last summer and the WRC to optimise the use of the funding that has been provided.
14. As noted above, in October we will rerun our modelling to determine the likelihood of water restrictions heading into summer 2025/26. This work is completed in October as it requires specific ESNZ forecast data and the previous year's demand data to be verified. Risk monitoring and reporting will continue over the summer, including through our cross-organisation water supply risk team.
15. The move to daylight savings on 28 September triggers Level 1 water restrictions across all the metropolitan cities (with Upper Hutt in Level 1 all year round) and sees the nominal start of the summer risk period. Restrictions, and the nominal summer risk period end at the end of daylight savings in early April 2026.

#### **Ongoing investment is required to sustain and increase the water loss savings**

16. While progress is being made on leaks, it is important to note that leak repairs represent a standard and ongoing part of network asset management. They will always be required, but their extent and frequency can be reduced through improving asset condition (i.e. renewals and maintenance). Sufficient funding for water loss management activities, asset renewals, and asset maintenance will need to be enduring elements of Metro Water's Water Services Strategy.

#### **Our approach to public and customer engagement will seek to achieve enduring change**

17. With the risk of an acute water shortage and more severe water restrictions now significantly reduced, our communications approach needs to change. There is evidence that only calling for action during water restrictions does not result in enduring customer behaviour change, so ongoing activity is required to ensure recent gains are not lost.



18. When it comes to getting consumers to do their part in using less water, public education and communications is the only lever currently at our disposal. A seasonal approach has traditionally been used to pushing water conservation messages to the public, aligned with the increased risk of restrictions in the summer, as this has been the time where behaviour change is most crucial. However, while there has been traction in getting the public to change their behaviour in the summer, the gains quickly disappear in the winter months and people have to “relearn” the importance of saving water again the following year.
19. This year, while there will still be a focus on the summer months and making sure that the public are well educated about water restrictions and what’s required of them, WWL will also extend its water conservation messaging throughout the rest of the year as well. This is on the basis that long-term behaviour change relies on consistent and targeted communications.
20. Extending the period when there is active engagement with the public about water conservation allows it to be more targeted to specific audiences and specific activities – e.g. in the lead up to summer this can be targeted messaging to gardeners about planning ahead by mulching their garden or changing their irrigation system to use more water efficient sprinkler nozzles. Similarly in the winter, indoor water use behaviours can be targeted. Being more targeted means not everyone will see the messages all the time, which will avoid any risk of over-exposure or the communications becoming irrelevant.
21. Additionally, WWL is also working with Master Plumbers on a public education campaign to encourage homeowners to find and fix leaks on their private properties. The available data indicates that private leaks still account for a significant portion of overall water loss in the region.
22. This change in approach is expected to provide the best chance of achieving long-term behaviour change and support the achievement of this year’s 2 MLD water loss reduction target, and also recognises the importance of water as a taonga.

## Appendices

There are no appendices for this report.

**Author:** Wellington Water Ltd

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

**FROM:** Kate Glanville

**DATE:** 10 September 2025

**SUBJECT:** WELLINGTON WATER COMMITTEE FORWARD  
PROGRAMME 2025

### **Purpose of Memorandum**

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

### **Recommendation**

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

### **Background**

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

### **Forward Programme**

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

### **Appendices**

No.	Title	Page
1	Wellington Water Forward Programme 2025	71

**Author:** Kate Glanville, Senior Democracy Advisor

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

## Wellington Water Committee Forward Programme 2025

12 December 2025	Pending 2026
<i>Location Hutt City Council</i>	
<b>Wellington Water Committee</b> <ul style="list-style-type: none"> <li>• Workshop placeholder</li> <li>• Appointment of Chair and Deputy Chair</li> <li>• Chairperson's Statement</li> <li>• Local Water Done Well – Legislation and Water Service Delivery Plan Update</li> <li>• Annual Letter of Expectation (if required)</li> <li>• Meeting dates for 2025</li> </ul>	<b>Wellington Water Committee</b> <ul style="list-style-type: none"> <li>• Chairperson's Statement</li> <li>• Local Water Done Well – Legislation and Water Service Delivery Plan Update</li> </ul>
<b>Wellington Water</b> <ul style="list-style-type: none"> <li>• Company and Governance Update</li> <li>• Update on implementation of Culture and Value for Money Improvement Plan</li> <li>• Acute Water Shortage Update</li> <li>• Annual Report to 30 June 2025</li> </ul>	<b>Wellington Water</b> <ul style="list-style-type: none"> <li>• Company and Governance Update</li> <li>• Update on implementation of Culture and Value for Money Improvement Plan</li> <li>• Draft Statement of Intent 2026/2029 (if required)</li> </ul>