



FINAL • AUGUST 2026

Waiti Waters ORGANISATION STRATEGY

OUR SERVICE PROMISE

**Delivering safe and sustainable water
services our communities can count on**

OUR VISION

For the water, for the environment, for you — thriving together

Mō te wai, mō te taiao, mōu — kia puāwai ngātahi



How we work

Stronger together



We work as one team across Waitī Waters, Councils, iwi partners and delivery partners to get the best outcome for all the communities we serve.

- > We share information, skills and lessons across teams, places and the wider sector so we can learn, improve and succeed together
- > We work beyond our own teams and boundaries to deliver value across the whole service area and water services system
- > We value local knowledge and balance individual community needs with a consistent regional approach
- > We look after each other by putting health and safety first, speaking up when things aren't right, and backing each other up during incidents, peak periods and times of change

Down to earth, local and responsive



We are visible, approachable and responsive to our customers' and stakeholders' needs.

- > Our communications are clear and timely, providing customers and stakeholders with the information they need to make informed decisions
- > We listen to our customers to improve our services and make it easy to get help or raise concerns
- > We are present in our communities through our people, places and services
- > We are clear what people can expect from us and show the value we create for our customers, communities and stakeholders

Own it



We tell the real story, do what we say we'll do, and deal with problems early.

- > We are honest about how we are performing and what we are delivering
- > We raise problems early and keep people informed - we don't hide bad news
- > We manage public money like our own – we consciously consider cost and can clearly explain the value our investment decisions will deliver
- > We build trust with our customers and communities through our actions, every day

Future-fit, smart and practical



We make smart, disciplined choices that ensure safe, reliable, resilient and affordable services for now and the future.

- > We get the basics right and prioritise reliability, continuity and resilience, especially through change or incidents
- > We are evidence informed, invest wisely, and focus on life-cycle costs and long-term value
- > We are adaptable and practical, we solve problems quickly, and empower people to improve things
- > We help our people grow and succeed

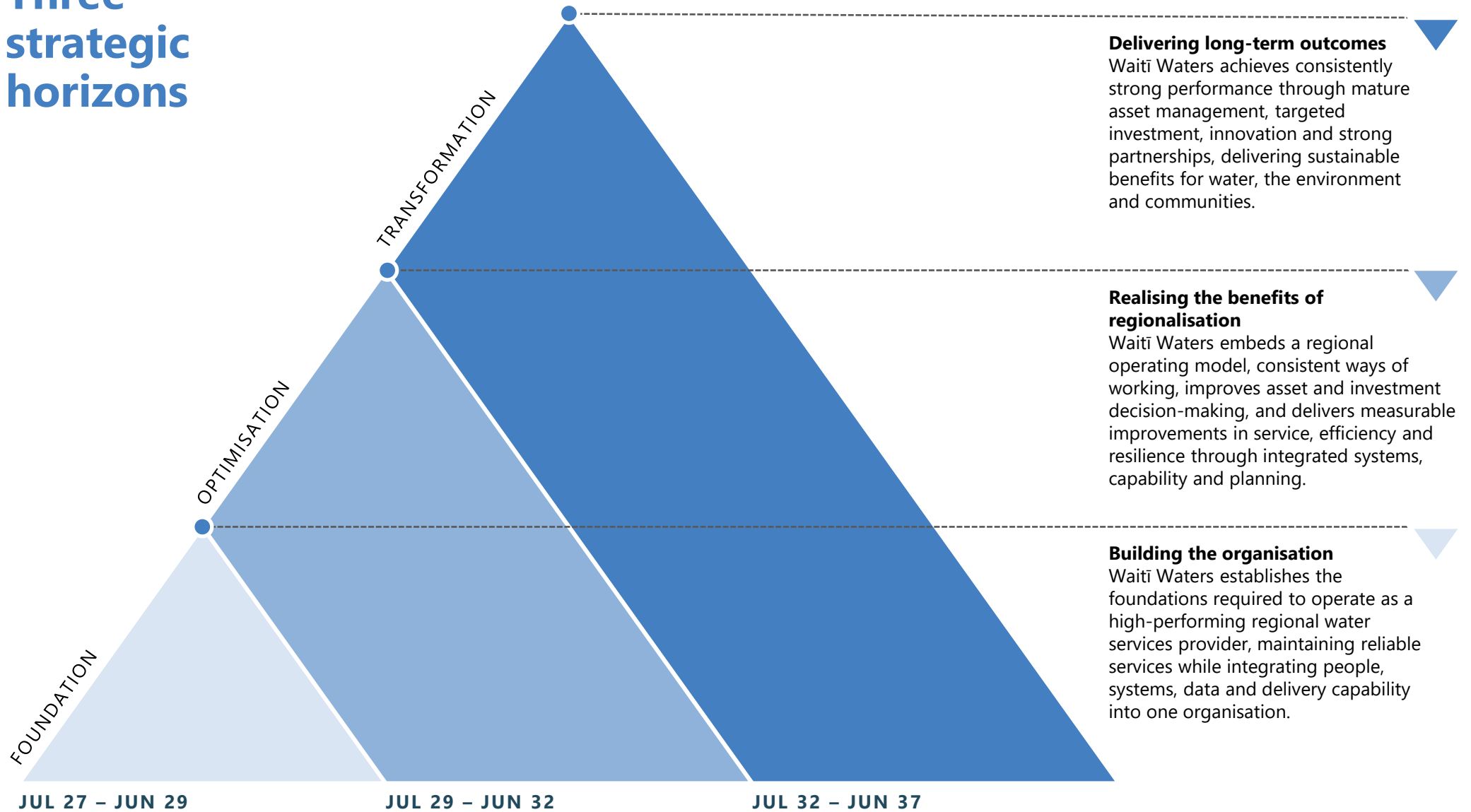
Stakeholders' Forum Expectations for Waiti Waters



Our key strategic risks

Our key strategic risks	R1	R2	R3	R4	R5	
	▶ <i>Reliable water services</i>	▶ <i>Reliable water services</i>	▶ <i>Reliable water services</i>	▶ <i>Reliable water services</i>	▶ <i>Earn customer trust</i>	
	Failure to maintain service continuity through transition and beyond, including transfer of assets, contracts, staff and operating responsibilities, results in degradation of drinking water, wastewater or stormwater services and loss of confidence in Waiti Waters as an essential service provider.	Failure to prioritise, phase and deliver the capital programme on time and efficiently results in delayed compliance improvements, asset underperformance, avoidable cost escalation and reduced resilience across the service area.	Failure to build best-practice asset management capability and improve asset data quality results in poor investment decisions, weak targeting of highest-risk assets and reduced ability to demonstrate value for money.	Failure to prepare for climate change, natural hazards and emergency events results in infrastructure, service and community resilience that is insufficient for the risk profile of the region.	Failure to build trust with customers, communities, councils and iwi through clear communication, transparency and visible regional presence results in loss of social licence, weaker stakeholder relationships and reduced support for necessary change.	
	R6	R7	R8	R9	R10	R11
	▶ <i>Financial sustainability</i>	▶ <i>Transparent and responsible</i>	▶ <i>Accountable to and reflective of people and place</i>	▶ <i>Accountable to and reflective of people and place</i>	▶ <i>Accountable to and reflective of people and place</i>	▶ <i>Accountable to and reflective of people and place</i>
	Failure to maintain financial sustainability or manage affordability pressures results in prices or charges that communities struggle to absorb, or in an inability to fund safe, reliable and compliant services over time.	Failure to identify, signal and remediate inherited or emerging environmental, economic and regulatory non-compliance results in ongoing breaches, remediation costs and significant reputational damage.	Failure to recruit and retain the skilled workforce needed for operations, while also building a genuine “one organisation” culture, results in capability gaps, uneven service performance and prolonged transition risk.	Failure to establish strong governance, reporting and no-surprises accountability to the Stakeholders’ Forum, shareholders and iwi partners results in weak oversight, slower decision-making and reduced confidence in organisational leadership.	Failure to establish and maintain fit-for-purpose digital, finance, compliance, asset management, customer contact and billing systems results in operational disruption, poor customer experience and weak management information to support decisions.	Failure to operate as a genuinely regional organisation, rather than four legacy service models under one roof, results in fragmented decision-making, duplicated practices, inconsistent service experience and slower realisation of scale benefits.

Three strategic horizons



Reliable water services

Focus Area	Key commitments	Foundation outcomes 2029	Optimisation outcomes 2032	Transformation outcomes 2037	Risks mitigated
Service Continuity and Reliability	> Seamless transition through the transfer of water services, and to the 2029 service delivery model, with no degradation of drinking water, wastewater and stormwater services. > Establish consistent, region-wide service level standards and performance measures. > Operate as an essential service provider: always on, always reliable.	No material service failures from events within our control. Service area-wide performance baselines set and reported publicly.	Consistent regional service levels achieved across all districts. Reliability performance improving year-on-year and number of unscheduled major service interruptions reduced from baseline.	Measurably improved levels of service in previously under-invested areas.	R1, R5, R11
Resilience and Risk	> Build climate change and natural hazard resilience into infrastructure planning. > Lead water-related community resilience before, during and after emergencies. > Develop and maintain robust operational contingency and emergency response plans.	Emergency response and business continuity plans in place.	Region-wide climate, hazard and critical asset risks integrated into investment and operational planning. Priority resilience projects delivered and emergency response capability is tested and proven.	Demonstrated regional resilience to major weather and seismic events. Recognised as a sector leader in dry climate infrastructure resilience. Climate risk assessment embedded in asset management planning.	R4
Asset Management	> Build mature asset management capability and data quality. > Deliver a long-term capital programme balancing investment need with affordability. > Reduce water loss through proactive leak detection and network maintenance. > Manage wastewater inflow and infiltration capacity effectively to avoid unnecessary investment, while accommodating growth. > Monitor and report publicly on network performance and regulatory compliance.	Asset management maturity framework in place. Single regional asset management system operating. Improved asset data quality underpins investment planning.	Majority of critical assets have condition and risk-based renewal strategies. Capital programme prioritisation consistently driven by reliable asset information, risk and affordability considerations.	Mature asset management achieved. Capital programme delivering measurable network performance gains across the region. Demonstrated improvement in efficiency of capital expenditure through best practice procurement and supply chain management.	R2, R3, R6

Earn customer trust

Focus Area	Key commitments	Foundation outcomes 2029	Optimisation outcomes 2032	Transformation outcomes 2037	Risks mitigated
Customer Experience	> Build a customer focussed and responsive organisation. > Earn our customers' trust through meeting or exceeding their expectations from every interaction. > Maintain a consistent regional presence - visible, accessible and responsive	Customer Charter published and embedded that defines rights, obligations and service commitments. Customer satisfaction baseline established and improving. Consistent measurement and reporting of customer service levels and satisfaction.	Consistent customer experience across all districts with customer satisfaction trending upward. Regional service standards routinely achieved and publicly reported.	High and consistent customer satisfaction across the region. Waiti Waters recognised as a trusted and responsive service provider.	R5, R11
Transparency and Communication	> Proactively communicate service performance, pricing and planned works to customers. > Publish an annual, plain-English customer report. > Provide clear processes for billing queries, disputes and hardship support.	First plain-English, annual customer report published and refined based on customer feedback. Service performance data publicly available in accessible formats. A billing framework is in place that is easy for our customers to understand.	Customers can easily access service, performance, pricing and programme information where and when they need it. Customer consistently recognise that reporting is clear, accessible and trusted.	Customers consistently report feeling informed and engaged. Waiti Waters' communication recognised as being in the top quartile for the sector.	R5, R7, R9
Efficient Water Use	> Continue the roll out of meters and extend volumetric charging to promote fair and efficient water use. > Support customers with education on water use and conservation. > Reduce water loss through active leakage management.	New tariff structure completed, including consistent approach to volumetric charging for metered customers. Customer education programme launched. Service area-wide network leakage baselines set and reported publicly.	Volumetric charging fully implemented. Measurable reduction in network leakage and improvement in water-use efficiency demonstrated.	Measurable reduction in per-capita water consumption and network losses.	R5, R6

Financial sustainability

Focus Area	Key commitments	Foundation outcomes 2029	Optimisation outcomes 2032	Transformation outcomes 2037	Risks mitigated
Pricing and Affordability	> Maintain cost-to-serve pricing for each district for the first nine years. > Manage price impacts through transition while meeting legislative requirements, through careful programme phasing. > Implement a standard tariff structure, including volumetric charging, that reflects community affordability and growth costs.	Smooth and transparent pricing through transition Standard tariff structure adopted and implementation underway.	Affordability impacts actively monitored and managed through investment sequencing and efficiency gains. Volumetric charging fully implemented. Standard pricing structure in place across the region.	Pricing reflects efficient delivery and affordable within any benchmarks from regulatory agencies.	R5, R6, R11
Operational Efficiency	> Capture efficiencies from operating as a single regional entity, including through moving to a 2029 service delivery model, driving procurement, contracting and operational efficiency gains. > Ensure all communities share in efficiency benefits.	Efficiency baseline is established to enable measurement of ongoing improvements. Initial savings identified and reinvested in service improvement. Regional operating model is confirmed and implementation is in progress.	Regional operating model is fully embedded. Procurement, contracts and service delivery is standardised and delivering measurable efficiencies that are reinvested in service improvement.	Efficiency gains achieved against the baseline and shared across the service area.	R6
Capital Programme	> Develop a whole-of-region capital programme, informed by accurate asset information, mature asset management practices, and prioritising compliance and affordability. > Best practice programme, investment and procurement tools and processes are in place. > Explore alternative funding tools - Infrastructure Funding and Financing Act, growth charges, iwi partnerships and others. > Deliver capital programme efficiently and on time. > Leave future generations with infrastructure in a better condition than we inherited.	Long-term capital programme adopted. Alternative funding mechanisms explored and utilised where appropriate. Investment and procurement maturity programme determined and underway.	Capital programme consistently prioritised using regional risk, compliance, resilience and affordability criteria. Delivery capability matured with improved programme certainty, forecast accuracy and project delivery performance.	Capital programme consistently delivering infrastructure on time and within budget. Significant improvements in network performance and infrastructure resilience.	R2, R3, R6, R7

Transparent and responsible

Focus Area	Key commitments	Foundation outcomes 2029	Optimisation outcomes 2032	Transformation outcomes 2037	Risks mitigated
Governance & Compliance	> Operate to corporate governance best practice and sound business standards. > Maintain compliance with environmental, economic and regulatory requirements. > Signal non-compliance early, with clear remediation plans.	Governance framework established to best-practice standards. Regulatory reporting requirements are fully implemented. Plan and budgets in place to address areas of existing non-compliance. Zero material compliance failures within Waiti Waters' control.	Compliance risks are understood and actively managed. Regulators have confidence that Waiti Waters understands its compliance obligations, is transparent about performance and risk and has credible plans to address inherited or emerging issues.	Sustained regulatory compliance. Proactive real-time compliance monitoring in place across all three networks.	R5, R7
Reporting & Accountability	> Report six-monthly to the Stakeholders' Forum on financial, operational and regulatory performance. > Align reporting to regulatory requirements. > Maintain a no-surprises relationship with shareholders and iwi partners.	Reporting framework established and operating. Stakeholders' Forum consistently well-informed.	Performance, risk and investment reporting is integrated across the organisation and routinely used to support transparent, evidence-based decision making.	Mature, streamlined reporting that meets shareholder and regulatory obligations.	R7, R9
Innovation & Improvement	> Actively explore innovation to improve service, financial and environmental outcomes. > Participate in national water sector improvement initiatives. > Influence policy in ways that benefit regional water services providers. > Establish and maintain fit-for-purpose digital, finance, compliance, asset management, customer contact and billing systems.	Fit for purpose systems are in place. Innovation/service improvement programme in place. At least two significant service improvement initiatives underway. Active participation established in key national water sector forums, working groups and industry initiatives. Policy and regulatory scanning process established with regular advice provided to the Board.	Core enterprise systems are integrated, reliable and are regularly enhanced to deliver operational efficiencies. Incremental improvement has delivered measurable service, environmental or cost-efficiency benefits. We regularly contribute evidence, submissions and expertise to policy and regulatory development processes in support of issues facing regional water organisations.	Waiti Waters recognised as an innovative, improvement-focussed organisation and active contributor to sector development. Systems provide predictive, data-driven decision support and enable ongoing productivity improvements, and sustained improvements in customer, financial and environmental outcomes.	R2, R6, R10

Accountable to and reflective of people and place

Focus Area	Key commitments	Foundation outcomes 2029	Optimisation outcomes 2032	Transformation outcomes 2037	Risks mitigated
Regional Perspective and Presence	> Build a genuine 'one organisation' culture — not four districts under one roof. > Establish a strong and consistent regional presence in governance, leadership and operations.	'One organisation' culture building programme developed and in place that brings Waiti Waters service promise, vision and how we work principles to life. Strong regional brand and presence established.	Waiti Waters operating model is optimised to deliver on the Organisation and Water Services Strategy. One organisation culture is effectively embedded.	Waiti Waters recognised as a vital institution of the Wairarapa-Tararua region, locally based and regionally valued.	R5, R11
Iwi Partnership	> Uphold Treaty settlement obligations and mana whenua rights as kaitiaki of water. > Develop meaningful governance and operational partnerships with Rangitāne and Ngāti Kahungunu. > Work with iwi on shared environmental and cultural water outcomes.	Partnership framework agreed and operational. Iwi represented at governance and operational levels.	Iwi perspectives are informing planning, investment prioritisation and environmental stewardship initiatives. Shared work programmes are delivering tangible outcomes.	Mature, trusted partnership with both iwi delivering shared outcomes for water, the environment and people.	R5, R9
Regional Growth & Environment	> Actively enable housing growth — particularly where this is constrained by water infrastructure capacity. > Collaborate with councils on planning, growth strategies and resource management. > Act as steward of the environment, mitigating effects to the extent reasonable, and improving environmental outcomes.	Priority growth constraints are addressed. Environmental stewardship commitments are in place.	Infrastructure investment is aligned with regional growth planning. Key growth constraints are materially reduced, and environmental performance is trending positively.	Waiti Waters is actively enabling regional growth. Waiti Waters is demonstrating measurable environmental improvement across its networks.	R5
Workforce	> Attract, develop and retain a skilled, safe and regionally-present workforce. > Provide employment continuity for transitioning water services staff. > Build employment pathways to support long-term regional workforce sustainability. > Create the culture and environment to enable high performance and innovation.	Critical Day 1 roles identified and staff in place, including strong retention through transition. Workforce capability strategy and a plan to implement it is in place. Relationships with sector groups and education providers are established to support talent pipeline management.	Workforce capability gaps are addressed. Leadership, technical and asset management capability is aligned with long-term service and investment needs. High levels of staff engagement is evident.	Waiti Waters is recognised as a top regional employer. A strong pipeline of local water sector talent is developed, supported by effective relationships with sector groups and education providers.	R2, R3, R8