

Hon Cameron Brewer

Minister of Commerce and Consumer Affairs
Minister for Small Business and Manufacturing
Associate Minister of Immigration



27 AUG 2026

Dr John Small
Chair, Commerce Commission
PO Box 2351
Wellington 6140
Email: [REDACTED]

Dear John

I am writing to advise you that I am recommending that the Governor-General makes an Order in Council imposing performance requirement regulation on Tiaki Wai Limited (Tiaki Wai) in relation to its water supply and wastewater services (water services).

Tiaki Wai has inherited decades of poor water infrastructure management and under-performance in water services supply. As you advise in your recommendation to me, dated 29 June 2026, Tiaki Wai faces material risks relating to its supply of water services, in respect of asset management, delivery of capital projects, financial sustainability, and non-financial performance, including customer service and outcomes. The size and scope of Tiaki Wai's operations mean that these risks could have serious consequences for consumers.

The addition of performance requirement regulation strengthens the Commerce Commission's (the Commission's) role to ensure Tiaki Wai rectifies these matters. This letter sets out the Government's expectations of the Commission to contribute to Tiaki Wai delivering water services that promote the long-term interests of Wellington residents and businesses. The objective is to ensure Wellington consumers receive value from the charges they pay and that infrastructure investment translates into measurable improvements in water services.

Specific expectations in relation to Wellington water services

The Government expects the Commission to use the full regulatory toolkit available to drive sustained improvements in Tiaki Wai's performance. This will include the Commission providing effective oversight to help ensure Tiaki Wai:

- builds the capabilities and systems to support sound asset management and effective prioritisation of maintenance and new investment;
- moves towards pricing of water services based on sound economic asset values and reasonable costs; and
- is transparent in its financial and non-financial management of water services such that Wellington residents and businesses can have confidence in Tiaki Wai's performance.

In driving these improvements, the Commission should apply a disciplined and proportionate approach that targets areas of greatest risk. It is important that any additional costs for Tiaki Wai, be they levy or compliance related, are outweighed by the long-term benefits.

I invite the Commission to respond outlining your plan to address the matters outlined in this letter and how any initiatives will work within your existing work programme. I also seek regular updates on progress, including in the Commission's annual reporting.

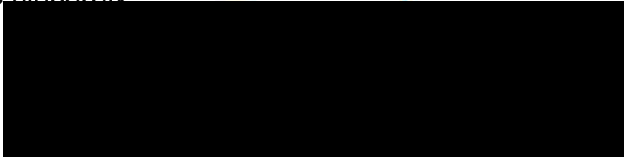
If there are any conflicts or concerns regarding this request, please inform me in line with the Government's 'no surprises' policy.

I also advise that the Commission's *Regulation of Water Services* appropriation of \$6.5 million per annum has been increased by \$420,000 for the 2026/27 financial year and outyears to cover the additional costs of performance requirements for Tiaki Wai.

It would be appreciated if you could respond to this letter by 30 September 2026.

I look forward to continuing to work with the Commission on this important priority.

Yours sincerely



Hon Cameron Brewer
Minister of Commerce and Consumer Affairs