

TE KOMITI TIAKI WAI | PARTNERS' COMMITTEE

11 December 2025

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

Thursday 18 December 2025 commencing at 1:00pm

Membership

Mayor A Baker
Cr S Edwards
Cr R Connelly
Mayor P Zee
Mayor A Little
To be confirmed
To be confirmed

Deputy Mayor K Wihapi
Mayor Fauono K Laban
Cr S Woolf

Deputy Mayor C White
Deputy Mayor B McNulty
To be confirmed
To be confirmed

Porirua City Council
Hutt City Council
Greater Wellington Regional Council
Upper Hutt City Council
Wellington City Council
Te Rūnanga O Toa Rangatira
Taranaki Whānui ki Te Upoko o Te Ika

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

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www.huttcity.govt.nz

TE KOMITI TIAKI WAI | PARTNERS' COMMITTEE

TERMS OF REFERENCE

1. Purpose of the Partners Committee

The Partners Committee is established, as a joint committee under clause 30(1)(b) of Schedule 7 to LGA, to:

- (a) provide governance oversight of the Company, which provides Water Services in the Service Area; and
- (b) provide a forum for the representatives of the Partners to meet, discuss and co-ordinate on relevant issues and, through their representatives, exercise their powers in respect of the Company.

2. Role and specific responsibilities of the Partners Committee

The Partners Committee's responsibilities are:

- (a) determining Board appointments and removals, and the term of each Director's appointment;
- (b) determining which Director will be Chair of the Board;
- (c) adopting and amending the Board Skills Matrix;
- (d) seeking and interviewing candidates for the Board as needed;
- (e) approving the remuneration of Directors;
- (f) monitoring the performance of the Board;
- (g) receiving and considering the Water Services Half-Yearly and Water Services Annual Reports of the Company;
- (h) engaging with the Company, on behalf of the Partners, in relation to the Company's preparation of its significance and engagement policy, and approving the proposed policy;
- (i) preparing a draft Statement of Expectations for the Company and considering comments from the Company on the same, and adopting the final Statement of Expectations and providing it to the Company;
- (j) receiving, considering and providing comments and recommendations to the Company on its draft Water Services Strategy and Water Services Annual Budget;
- (k) receiving, considering and providing comments and recommendations to the Company on any amendment to the Water Services Strategy;
- (l) receiving and considering such other information from the Company as the Partners Committee may request on behalf of the Partners and/or receive from time to time;

- (m) undertaking performance and other monitoring of the Company;
- (n) where requested or proposed by the Company, or any Partner, providing co-ordinated feedback, and recommendations as needed, on any matters, including water services assets and infrastructure and water conservation;
- (o) determining when Shareholder meetings, or resolutions in lieu of Shareholder meetings, are required, without prejudice to Shareholder and board rights to call meetings under the Company's constitution;
- (p) providing recommendations to the Partners regarding changes to these terms of reference, the Partners Agreement and the Constitution of the Company; and
- (q) the performance monitoring of the Company, which will include undertaking the statutory mandated annual review of the Company's performance in giving effect to:
 - (i) the Statement of Expectations provided by the Partners; and
 - (ii) the strategic priorities, objectives, and outcomes specified in the Water Services Strategy.

3. Partners' responsibilities

To the extent that each Partner delegates relevant powers to the Partners Committee, the Partners Committee will provide a forum for the Partners to meet and exercise their powers in relation to the Company.

4. Membership

- (a) The Partners Committee will comprise seven members, or eight if an Independent Chairperson is in office, with the initial members being as set out in **Error! Reference source not found.** in the Partners Agreement.
- (b) An appointee to the Partners Committee, other than the Independent Chair, may be an elected member of a Shareholder.

5. Chairperson

- (a) If an Independent Chairperson has been appointed, they shall hold office as the Chairperson of the Partners Committee until they cease to hold office under clause under clause **Error! Reference source not found.** of the Partners Agreement. If there is no Independent Chairperson in office, the Chairperson of the Partners Committee will be appointed by resolution of the Partners Committee, and may be removed or replaced in the same manner.
- (b) The Deputy Chairperson of the Partners Committee (who will act as Chairperson of the Partners Committee in the absence of the Chairperson) will be appointed by resolution of the Partners Committee, and may be removed or replaced in the same manner.

6. Quorum for meetings of the Committee

- (a) For a meeting of the Partners Committee to have a quorum, [five] Partners Committee Representatives, or their appointed alternates, must be present.
- (b) Where the Partners Committee is providing a forum for the Partners to meet and exercise their powers in relation to the Company, the requirements of the Company's Constitution and Partners Agreement will prevail.

7. Partners Committee Representatives and Alternates

- (a) Each Partner must appoint or nominate a Partners Committee Representative and an Alternate to that Partners Committee Representative, in accordance with the Partners Agreement.
- (b) The Alternate may attend and vote at meetings of the Partners Committee, and undertake all actions in relation to the Partners Committee (including signing any resolution), as if they were the relevant Partners Committee Representative, but only in the event that the Partners Committee Representative is unable or unavailable to do so.

8. Decision-making

- (a) The Partners Committee will strive to make all decisions by consensus.
- (b) In the event that a consensus on a particular matter before the Partners Committee is not able to be reached, the Partners Committee shall vote on a resolution in respect of the matter.
- (c) If the matter is a Partner Reserved Matter, the resolution must be voted on as a Special Partner Resolution, and shall only be passed if the resolution is approved by:
 - (i) 66.66 per cent or more of the votes cast; and
 - (ii) Partner Committee Representatives representing a majority of the Partners.
- (d) If the matter is not a Partner Reserved Matter, the resolution may be passed by a simple majority of votes.
- (e) On any resolution of the Partners Committee, Partner Committee Representatives shall have votes as follows:
 - (i) the Partner Committee Representative of Wellington City Council shall have 3 votes;
 - (ii) the Partner Committee Representative of Hutt City Council shall have 2 votes; and
 - (iii) each other Partners Committee Representative shall have 1 vote.
- (f) 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.

- (g) Any resolution of the Partners Committee may be passed in writing, signed or assented to by or on behalf of Partners Committee Representatives holding the requisite majority of votes to pass the resolution, as specified above. Any such resolution in writing may consist of 1 or more documents in similar form (including letters, facsimiles, electronic mail, or other similar means of communication) each signed or assented to by or on behalf of 1 or more of the Partners Committee Representatives. Any Partners Committee Representative not signing the resolution shall be provided with a copy of the resolution.
- (h) Other than for those matters for which the Partners Committee has effective decision-making capacity through these terms of reference, each Partner retains its full powers to make its own decisions on matters referred to it by the Partners Committee.

9. Remuneration

Each Partner will be responsible for remunerating its representative on the Partners Committee for any costs associated with that person's membership of the Partners Committee.

10. Administration

Reports to be considered by the Partners Committee may be submitted by any of the Shareholders or the Company. The secretariat of the Partners Committee will be provided by Shareholders on a rotating basis.

11. Defined Terms

In these terms of reference:

Alternate, in relation to a Partner, means an alternate to that Partner's appointed Partners Committee Representative to attend and vote at meetings of the Partners Committee but only where the relevant Partner's appointed Partners Committee Representative is unable or unavailable to do so.

Board means the board of Directors of the Company.

Board Skills Matrix means a matrix setting out the skills which are required to be represented on the Board, by being held by one or more Directors in office, as adopted and amended from time to time.

Company means Tiaki Wai MetroWater Limited.

Director means a director of the Company.

Independent Chairperson means an independent chairperson of the Partners Committee appointed under clause **Error! Reference source not found.** of the Partners Agreement, by unanimous vote of the Partners Committee.

Mana Whenua Partners means Te Rūnanga O Toa Rangatira and Taranaki Whānui ki Te Upoko o Te Ika.

Partners Agreement means the agreement relating to the Company between the Partners, as amended from time to time.

Partners Committee means the joint committee formed by the Partners in accordance with the Partners Agreement.

Partners Committee Representative means a member of the Partners Committee appointed in accordance with the Partners Agreement, other than any Independent Chairperson.

Partner Reserved Matters means matters of the nature listed in Part 2 of **Error! Reference source not found.** to the Partners Agreement.

Partners mean each Shareholder and each of the Mana Whenua Partners

Service Area has the meaning given to it in the LG(WS) Act and, in relation to the Company, comprises the combination of the areas delineated by geographical boundaries specified in each Transfer Agreement as the area in which the Company will provide water services under that Transfer Agreement, and also includes other areas in which the Company provides water services with the approval of the Partners Committee and subject to compliance with any requirements of the LG(WS) Act.

Shareholders means a shareholder in the Company and includes any person who subsequently becomes a shareholder.

Statement of Expectations has the meaning given to it in LG(WS) Act.

Transfer Agreement has the meaning given to it in the LG(WS) Act.

Water Services has the meaning given to it in the LG(WS) Act, which will be the water services transferred to the Company in accordance with the Transfer Agreement between the Company and each Shareholder and otherwise provided by the Company in its Service Area.

Water Services Annual Budget has the meaning given to it in the LG(WS) Act.

Water Services Annual Report has the meaning given to it in the LG(WS) Act.

Water Services Half-yearly Report means the document referred to in section 248 of the LG(WS) Act.

Water Services Strategy has the meaning given to it in the LG(WS) Act.

TE KOMITI TIAKI WAI | PARTNERS' COMMITTEE

Meeting to be held in the Hutt City Council Chambers, 2nd Floor, 30 Laings Road,
Lower Hutt on
Thursday 18 December 2025 commencing at 1:00pm

ORDER PAPER

PUBLIC BUSINESS

1. OPENING FORMALITIES - KARAKIA KAUNIHERA

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

2. APOLOGIES

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. PROCEDURE TO ELECT THE CHAIR AND DEPUTY CHAIR

Report No. PCTW2025/5/314 by the Senior Democracy Advisor, Hutt City Council

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6. APPOINTMENT OF TE RŪNANGA O TOA RANGATIRA AND TARANAKI WHĀNUI KI TE UPOKO O TE IKA REPRESENTATIVES

Report No. PCTW2025/5/315 by the Head of Democratic Services, Hutt City Council

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7. **TIAKI WAI PROGRESS, CHALLENGES AND OPPORTUNITIES**

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8. **DRAFT STATEMENT OF EXPECTATIONS**

Report No. PCTW2025/5/317 by Porirua City Council 24

9. **MEETING SCHEDULE 2026**

Memorandum dated 11 December 2025 by the Senior Democracy Advisor,
Hutt City Council 37

10. **CLOSING FORMALITIES - KARAKIA WHAKAMUTUNGA**

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

Kathryn Stannard
Head of Democratic Services
Hutt City Council



Te Komiti Tiaki Wai | Partners' Committee

10 December 2025

Report no: PCTW2025/5/314

Procedure to Elect the Chair and Deputy Chair

Purpose of Report

1. To advise the Te Komiti Tiaki Wai \ Partners' Committee (the Committee) of the procedure to elect the Chair and Deputy Chair.

Recommendations

That the Committee:

- (1) receives and notes the information;
- (2) adopts either:-
 - (a) voting system A (election by the majority of members);
- OR
- (b) voting system B (election by the greatest number of votes) for the election of the Committee Chair and Deputy Chair;
- (3) agrees that, in the event of a tie under voting system A, the candidate to be excluded from the next round of voting shall be resolved by lot as described in section 14 of this report; and
- (4) agrees that, in the event of a tie under voting system B, the candidate to be elected shall be resolved by lot as described in section 14 of this report.

Background

2. Under Schedule 7 of the Local Government Act 2002 (the Act), the Committee may appoint its own Chair and Deputy Chair. The Committee's Terms of Reference provide for this to occur once all Committee members have been appointed. As all Committee members have been appointed, it is appropriate for the Committee to appoint its Chair and Deputy Chair at its meeting on 18 December 2025.

3. The Committee must adopt the voting system for these elections, in case there is more than one nomination for the position of Chair or Deputy Chair. Standing Orders outline two options for the Committee's consideration:
 - a) Election by the majority of members present and voting, or
 - b) Election by receiving a greater number of votes than any other candidate.

Characteristics of election by majority (voting system A)

4. The person who is elected receives the votes of a majority of the members of the Committee.
5. There is a first round of voting for all candidates.
6. If no candidate is elected in that round there is a second round of voting from which the candidate with the fewest votes in the first round is excluded.
7. If no candidate is successful in the second round there is a third, and so on. Each time, the candidate with the fewest votes in the previous round is excluded.
8. If, in any round, two or more candidates tie for the lowest number of votes, the person excluded from the next round is resolved by lot.
9. Rounds of voting will only be required where there are more than two candidates.

Characteristics of election by majority (voting system B)

10. A person is elected if they receive more votes than any other candidate.
11. There is only one round of voting.
12. If two or more candidates tie for the most votes, the tie is resolved by lot.

Comment

13. The Committee can choose either of the two voting systems described above to elect the Chair and Deputy Chair. The Committee is entitled to adopt different systems for the election of the Chair and Deputy Chair. However, for reasons of ease and practicality, it is suggested that the Committee adopt the same procedure for the election of both the Chair and Deputy Chair.

Determining by 'lot' where there is a tie

14. Both voting systems require a resolution by 'lot' if two candidates receive an equal number of votes and no one else is elected. The most common procedure is for the names of the candidates with the same number of votes to be placed in a container and the name of the person drawn out by an independent person is deemed the winner ie elected or not excluded from the next round. It is recommended that this process be used if there is a tie between candidates.

Newly elected Chair to take the chair before Deputy Chair is elected

15. Once the voting procedure has been decided, the presiding officer will call for nominations for the office of Committee Chair. Once elected, the newly elected Chair shall take the chair for the rest of the meeting. Election of the Deputy Chair will proceed after the Chair takes the chair.

Appendices

There are no appendices for this report.

Author: Kate Glanville
Senior Democracy Advisor

Approved By: Kathryn Stannard
Head of Democratic Services



Te Komiti Tiaki Wai | Partners' Committee

07 December 2025

Report no: PCTW2025/5/315

Appointment of Te Rūnanga O Toa Rangatira and Taranaki Whānui ki Te Upoko o Te Ika representatives

Purpose of Report

1. This report aims to confirm the appointment of formal representatives from Te Rūnanga o Toa Rangatira and Taranaki Whānui ki Te Upoko o Te Ika to the Partners' Committee Tiaki Wai | Te Komiti Tiaki Wai, in accordance with clause 6.3 of the Partners' Agreement.

Recommendations

That the Committee:

- (1) receives and notes the information; and
- (2) appoints Helmut Modlik as the representative and Rawiri Faulkner as the alternate representative from Te Rūnanga o Toa Rangatira and appoints Kara Puketapu-Dentice as the representative from Taranaki Whānui ki Te Upoko o Te Ika, with an alternate representative to be confirmed, in accordance with clause 6.3 of the Partners' Agreement.

Background

2. Greater Wellington Regional Council, Hutt City Council, Porirua City Council, Upper Hutt City Council and Wellington City Council incorporated Tiaki Wai on 29 October 2025 to become the water organisation responsible for delivering water services in the Wellington metropolitan area. Tiaki Wai's primary objectives are as set out in section 17 of the Local Government (Water Services) Act 2025.
3. The Partners' Agreement identifies Taranaki Whānui and Te Rūnanga o Toa Rangatira as Mana Whenua Partners and provides them with a formal role in governance, including representation on the Partners' Committee (Schedule 1; clause 6.1 and 6.3).

4. Each Mana Whenua partner must nominate a representative and alternate, and each Council must confirm their appointment by resolution to comply with the Local Government Act Schedule 7 joint committee requirements.
5. Under the Partners' Agreement, Mana Whenua are full partners and hold full voting rights on the Partners Committee. Each mana whenua partner has one vote, consistent with the voting allocations set out in Schedule 3 of the Partners Agreement. Their votes count toward both ordinary resolutions and Special Partner Resolutions. The only exception, applying equally to all partners, is that an exiting Partner may not vote on the terms of its own exit.

Discussion

6. The Partners' Agreement creates a governance structure in which Mana Whenua are not shareholders but are full Partners with governance authority through the Partners' Committee. Their participation supports:
 - shared kaitiakitanga for freshwater and water infrastructure
 - the incorporation of mātauranga Māori in governance
 - Te Tiriti o Waitangi partnership expectations
 - improved decision making for water services reform
7. Appointment by the Partners' Committee is procedurally necessary to activate the joint committee and ensure representation at the first operational meeting.

Options

8. Option 1 – Appoint the representatives (recommended):

- a. gives effect to the Partners' Agreement
- b. enables the Committee to operate as constituted
- c. strengthens partnership and legitimacy of governance
- d. aligns with statutory expectations for Māori participation

Option 2 – Defer appointment (not recommended)

- a. would delay establishment of the Partners' Committee
- b. would risk non-compliance with the Partners Agreement and Local Government Act requirements

Option 3 – Decline appointment (not recommended)

- a. would breach the Partners' Agreement
- b. would undermine Mana Whenua partnership commitments

Climate Change Impact and Considerations

9. The matters addressed in this report have been considered in accordance with the process set out in Hutt City Council's Climate Change Considerations Guide.
10. Appointment of Mana Whenua representatives strengthens the Committee's ability to incorporate cultural and environmental knowledge into decision-making, particularly in resilience planning, water conservation, and catchment based responses to climate impacts.

Consultation

11. Engagement has occurred with both Taranaki Whānui and Te Rūnanga o Toa Rangatira throughout the development of the Partners Agreement. Both partners have indicated their readiness to nominate their representatives as provided for under clause 6.3.

Legal Considerations

12. Appointment is required to comply with:
 - Clause 6.3 of the Partners' Agreement
 - Local Government Act Schedule 7 joint committee requirements
 - Councils' Māori partnership obligations

Conclusion

13. Confirming these appointments enables the Partners' Committee to be fully established and ensures Mana Whenua are represented in the governance of Tiaki Wai. This supports Councils' partnership commitments and strengthens decision making for water services reform.

Appendices

There are no appendices for this report.

Author: Kathryn Stannard
Head of Democratic Services, Hutt City Council

Approved By: Bradley Cato
Chief Legal Officer, Hutt City Council

Te Komiti Tiaki Wai | Partners' Committee

10 December 2025

Report no: PCTW2025/5/316

Tiaki Wai Progress, Challenges and Opportunities

Purpose of Report

1. To provide the Partners Committee with an update on progress, challenges and opportunities for the establishment of Tiaki Wai.

Recommendation

That the Committee receives and notes the report.

Executive Summary

2. This report provides the Committee with an end of 2025 summary of progress towards the Day One (1 July 2026) establishment of Tiaki Wai, along with key challenges and opportunities.
3. Overall, the programme has made substantial progress during 2025 and remains on track to Day One. This is based on the combined effort of councils, Wellington Water Limited (WWL), mana whenua partners, the establishment programme team and governance, including from the Board.
4. The programme will, however, need to continue to manage a range of complexities and challenges through to Day One.
5. The mahi completed in 2025 now presents a range of opportunities that can be built on in early 2026, including the governance arrangements, detailed programme planning, work underway on critical activities, increased communications and the start of new Tiaki Wai Chief Executive Michael Brewster.
6. The Board of Tiaki Wai are meeting on 15 December 2025. A further update from this meeting, including the programme dashboard report and critical path of activities to Day One, will be tabled along with a further verbal update on insights from the Board Chair.

2025 looking back - a new delivery model for water and the Metropolitan Wellington Water Services Delivery Plan

7. Significant change and progress have been made over the 2025 year towards the goal of ‘...ensuring the delivery of safe, reliable, environmentally and financially sustainable water services so the region can be resilient, restore the *mana o te wai* and enable new homes and the well-being of communities.’
8. Leading into 2025, the five council shareholders and two mana whenua partners recommitted to development of a joint Water Services Delivery Plan (WSDP) and implementation plan. Four other councils that had been part of the earlier regional group decided at that point to pursue other options.
9. Governance was agreed through the Advisory Oversight Group (AOG) and Council Chief Executive (CE) Steering Group, with the work delivered through a joint programme team and budget.
10. From March through to June 2025, councils undertook the legislatively required public consultation on the future water services model and consideration of options alongside the Annual Plan process.
11. By June, all five councils had confirmed decisions to establish and co-own a new water organisation for water supply, wastewater and stormwater services.
12. In support of these decisions, the WSDP was developed in early 2025. This involved considerable analysis of the water network and investment required for the 10 and 30 year period. The WSDP noted: that to catch up on decades of under-investment, address growth, meet new regulatory standards, and deliver reliable and environmentally sustainable water services, requires sustained investment – anticipated at \$6.82 billion capital investment over 10 years and about \$25 billion over 30 years.
13. The WSDP also reconfirmed the delivery model with an implementation plan for the establishment of a new council owned water organisation. Ambitious target dates were set: Day Zero, incorporation by 1 October 2025; and Day One operations by 1 July 2026. Governance and leadership were to be provided by an independent Board of Directors, Partners Committee and Chief Executive.
14. Following an extensive assurance process, the WSDP was signed and certified by the Chief Executives (CEs) of all five councils and submitted to the Department of Internal Affairs (DIA) ahead of the statutory deadline of 3 September. In October, DIA confirmed acceptance of the WSDP.
15. To give effect to the WSDP, by August, the Establishment Programme was underway. Key early activity during September to November included:
 - Board recruitment: the Tiaki Wai Board was recruited with the inaugural meeting held on 7 November.
 - Incorporation of the company was completed by 30 October.

- Recruitment of Michael Brewster as the CE, with a start date in February 2026.
- Engagement and induction of new councils following local government elections with three new mayors and around 30 percent of new elected members across the five shareholding councils in total.
- Establishment Team recruitment and programme planning. Time critical activities got underway such as the foundation documents, starting the development of the Water Services Strategy (WSS) finance policies and procedures including billing, transfer process for staff and assets, and governance arrangements. The Establishment Team has grown from around 8 FTE in August to 26 FTE in December (all on a range of fixed term contracts ending Day One). The team has now confirmed workstreams and leadership roles; procured key new contracts including for legal services; and set up interim office space and systems including secretariat for the Board.

Key progress – November / December

16. Building on this early establishment period, key areas of progress since the last Board meeting of 7 November include those noted below (refer also to the programme dashboard).

Governance and council decision making

17. Council decision making: all councils have undertaken induction processes in relation to water reform. At the time of writing, Hutt City Council (HCC) and Wellington City Council (WCC) had made decisions to confirm the Constitution, Partners Agreement and for the set-up of the Partners Committee. Similar decisions are on the agenda for Upper Hutt City Council (UHCC) on 10 December and Porirua City Council (PCC) and Greater Wellington Regional Council (GWRC) on 11 December.
18. Mana whenua input: Ngāti Toa Rangatira and Taranaki Whānui ki Te Upoko o Te Ika have both confirmed support for the Constitution and Partners Agreement and nominations for membership of the Partners Committee.
19. Statement of Expectations: the draft Statement of Expectations (SOE) was approved by the CEs under delegations and provided to the Board for comment. The revised SOE will be considered for adoption by the Partners Committee at this meeting.
20. Cost Sharing agreement for the establishment programme has been signed by council CEs and Tiaki Wai.

Programme highlights

21. Considerable progress has been made across all workstreams including:
 - Development of the WSS and Significance and Engagement Policy underway, in line with legislative requirements.

- Progressing the transfer arrangements, including the legal transfer questionnaire (LTQ) to confirm the assets to be transferred and service level arrangements.
 - Financial planning, including the impact of revenue on debt splits of general vs. water rates; how and when to harmonise charges; development of debt transfer methods, engagement of OAG, and assurance.
 - Customer – analysis of current state and service delivery options; progression of identity work.
 - Billing – detailed planning and requirements, including engagement of council system vendors and strengthened project governance arrangements.
 - Due diligence activity – in support of the transfer process, operations, people and workforce; and finance.
22. Across the programme, increased resourcing to deliver has been brought on board by way of contracts for services and staff via recruitment agencies. Resourcing has continued to increase and is expected to be around 43 FTE by the end of March 2026.
23. Programme spend was \$3.34 million to the end of November in relation to an approved budget of \$15 million. Total forecast expenditure for the year in November was \$18.1 million (with a range of \$14.5 million to \$20.5 million). A further update and potential request for an increase to the budget to be developed in early 2026.

Looking ahead – challenges and opportunities

Process for developing the Water Services Strategy and Significance and Engagement Policy

Water Services Strategy

24. Work is underway to develop the initial WSS for Tiaki Wai. Under the Local Government (Water Services) Act 2025 (LGWSA), all water service providers must have a WSS in place by 1 July 2027. The WSS is similar to a Long-Term Plan (LTP) under the Local Government Act 2002, but specific to water services. It sets the long-term direction for service delivery and investment, and establishes a basis for accountability.
25. Tiaki Wai will adopt its first WSS before 1 July 2026, in time for the first year of operations. To align with the shareholder councils' LTP cycle, the first WSS will focus on the 2026/27 financial year (FY26/27), with a full, legislatively compliant WSS to be developed the following year. The first WSS will still include a 10-year outlook and 30-year strategic view, but with detailed planning and financial content focused on FY26/27 only. This approach reflects the direction set in the SOE for Tiaki Wai.

26. The key deadline the Establishment Team is working towards is to provide the Partners Committee with a draft WSS for their comment by 1 March, but no later than 1 April. Following this, the Establishment Team will commence public consultation on the draft WSS, which will run for four weeks (tentatively scheduled for 9 March to 3 April).
27. The Establishment Team intends to provide an overview of the WSS to the Partners Committee at the March meeting to support its review, and again in the May meeting to report back to the Partners Committee on how the feedback received has been addressed.
28. The WSS will be adopted by the Tiaki Wai Board prior to 30 June 2026.

Significance and Engagement Policy

29. Work is also underway to develop the draft SEP for Tiaki Wai. The LGWSA requires Tiaki Wai to adopt a SEP that sets out how it will determine the significance of issues, proposals, assets and decisions; and how it will engage with communities on those that are significant. Tiaki Wai is also required to engage with shareholders, consumers and communities when preparing the SEP and obtain shareholder approval of the SEP.
30. The Establishment Team has prepared a draft SEP which will be shared with the Tiaki Wai Board at the 15 December Board meeting. Following the Board's review, the draft SEP will be updated and circulated to council officers (via the Responsible Officers Group (ROG) and CEs) for initial council feedback, before being shared with the Partners Committee alongside the draft WSS (intended by 1 March).
31. The SEP will be publicly consulted on in parallel with the WSS (tentatively scheduled for 9 March to 3 April). It will be refined following Partner Committee and community feedback. The final SEP will be shared with the Partners Committee for approval in May, before being adopted by the Tiaki Wai Board in June.

Challenges

32. The programme currently remains on track to deliver key capabilities required for Day One. However, the tight timeline, broad scope, number of organisations involved, broader contextual challenges and complexity mean that is, and will remain, challenging to meet all Day One goals as well as being on a pathway to Day Two (full operational capability).
33. Key constraints include:
 - Capacity of the programme and WWL / council key staff. We are managing this through an ongoing focus on only delivering Day One essentials ('Minimum viable product' or MVP), increasing programme resourcing, and actively engaging with councils and WWL on resourcing and critical path / decision making required.

- WWL remains under considerable organisational pressure and change. As far as possible the Establishment Team has targeted and prioritised working with WWL where their input is required, such as into the WSS, LTQ and due diligence.
- Councils are facing further uncertainty with reforms signalled in relation to rates capping, regional reorganisation and Resource Management Act review. All of these will place strain on councils and their ongoing ability to fully engage with water reforms. We are managing this through ongoing engagement with councils at a range of levels from elected members, CEs, senior staff including Responsible Officers and Chief Financial Officers, communications and other staff.

34. Other key challenges include:

- Confirming and standing up customer service arrangements for Day One, including with councils and WWL
- Setting up functional billing arrangements – working closely with councils, including IT vendors and confirming service level arrangements
- Public awareness and understanding of the change, including for billing and differences in prices
- Alignment with future IT system requirements through the WWL Technology Systems Investment (TSI) programme.

Opportunities

35. Key opportunities moving into 2026 include:

- Delivery focus: Building on the programme planning work and establishment of governance arrangements (including Board set up and Partners Committee), work moves into a delivery phase, which enables scarce resources to focus more on the doing, decision-making and managing progress and risks. Board dates are in place for 2026 and there is a clear plan of what direction or decisions are required from each meeting (as well as for Council and Partner Committee decisions).
- Shifting the programme and team structure from workstreams (how we are organised) to work packages (what we deliver) and a focus on critical delivery activities will support the delivery focus. Future programme reporting will be based on packages rather than workstreams.
- Communications and engagement: early 2026 will see the ramping up of communications and engagement with stakeholders, including telling the Tiaki Wai story through the WSS. This presents an opportunity to build support for the programme outcomes and increased awareness of change.
- The new Tiaki Wai CE, Michael Brewster: When the new CE starts in February, several workstreams will be able to confirm approach and assumptions (such as people and workforce). This milestone is also important to the leadership and direction of Tiaki Wai, and for engagement with key stakeholders.

- Due diligence work: significant due diligence work across the transfer process, operations, people and workforce; and finance provides insights to other work streams that can help manage risk and focus activity.
- Acceleration of Day Two activity: setting up new work areas in parallel to the current work programme can support Tiaki Wai to focus on the critical path to Day One. This includes work to model price harmonisation options beyond FY26/27 in line with the requirements of legislation and the SOE to deliver harmonisation by 2031.
- People: there is a core team of highly capable and engaged people working on the programme including from councils, partners and suppliers. Building on this base, the programme is looking to onboard key additional resources in early 2026 as well as expanding into additional office space at 79 Boulcott Street.

Health, safety and wellbeing

36. There are no establishment programme health and safety issues to note.
37. The establishment programme wellbeing is being supported through ongoing team engagement and check ins.
38. Staff have worked hard and are looking forward to a safe and relaxing break over the holiday period. In support of this and the mahi ahead to Day 1, the programme will be in shut from 4pm 19 December and reopen on 12 January 2026.

Issues and Risks

39. As noted above, there is a range of complex challenges and risks to the delivery of the programme that are being actively managed.

Appendices

There are no appendices for this report.

Author:

Dougal List
Establishment Director

Approved by:

Will Peet
Tiaki Wai Board Chair

Te Komiti Tiaki Wai | Partners' Committee

08 December 2025

Report no: PCTW2025/5/317

Draft Statement of Expectations

Purpose of Report

1. To seek Partners Committee approval of the draft Statement of Expectations (SOE).

Recommendations

That the Committee:

- (1) receives and notes the report;
- (2) adopts the initial Statement of Expectations attached as Appendix 1 to the report; and
- (3) delegates to Chief Executives any minor editorial changes.

Background

2. Section 224 of the Local Government (Water Services) Act 2025 (LGWSA) requires that the shareholders prepare and provide a SOE to a water organisation. The purpose of an SOE is to set out the shareholders' expectations for the water organisation and to inform and guide the decisions made by the water organisation, including the development of a Water Services Strategy (WSS).
3. The LGWSA requires that only one SOE is prepared for each water organisation, and so for Tiaki Wai, a single draft SOE has been prepared on behalf of all Shareholding Councils. The drafting has been informed by guiding principles developed and endorsed by the Shareholding Councils and Mana Whenua Partners over the last triennium.
4. As Tiaki Wai will be preparing and adopting its first WSS by 1 July 2026 (for Day One), section 224(1) of the LGWSA requires that an SOE is adopted and provided to Tiaki Wai by no later than 31 December 2025 (that date being at least 6 months before Tiaki Wai is required to adopt its WSS).

5. Section 227 of the LGWSA specifies both mandatory and discretionary content for an SOE, which is reflected in the guiding principles and the draft SOE.
6. The key process requirements are set out in section 229 of the LGWSA, and include:
 - a. The shareholders preparing and providing a draft SOE to Tiaki Wai.
 - b. Tiaki Wai being provided with *reasonable opportunity* to review the draft SOE and provide comments to the shareholders.
 - c. The shareholders considering comments provided by Tiaki Wai before finalising the draft SOE and providing it to Tiaki Wai.
7. These requirements have been followed in developing the appended draft.

Discussion

8. The draft SOE has been described as an *initial* SOE, as the Shareholding Councils are intending to review the initial SOE in the second half of 2026, with further input from Tiaki Wai, and to adopt an enduring SOE to inform the preparation of the next WSS, which will take effect from 1 July 2027. Beyond that, it is intended that the SOE is reviewed every three years to align with Council Long-term Plans.
9. The initial SOE is unlikely to be perfect. For this reason, it includes establishment, transitional and enduring expectations, with the establishment expectations likely to be removed as part of the next review.
10. The initial SOE is an opportunity for the Shareholding Councils and Mana Whenua Partners to document their expectations of Tiaki Wai, and so the focus for comments is likely best placed on identifying any practical workability challenges that may arise for Tiaki Wai, rather than testing the relevance or policy merit of any expressed expectations.

Options

11. The SOE is a statutory requirement and is attached as Appendix 1 to the report.

Māori Impact Statement

12. While the LGWSA clarifies that the SOE is a shareholder document (ie. council responsibility), Mana Whenua Partners were involved in the development of the principles that underpin the SOE, including through the Advisory Oversight Group. Ongoing engagement with Mana Whenua Partners occurred as the initial SOE was finalised.

Climate Change Impact and Considerations

13. Climate mitigation and adaptation are addressed within the SOE itself.

Consultation

14. No consultation is required on the SOE.

Legal Considerations

15. Please refer to paragraph 2.

Financial Considerations

16. The SOE directly addresses financial considerations.

Next Steps

17. Once adopted, the SOE will be formally communicated to Tiaki Wai Board, Chief Executive and the Partners Committee.

Appendices

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Author:

Mike Mendonça
General Manager Infrastructure, Porirua City Council

Approved by:

Wendy Walker
Chief Executive, Porirua City Council



DRAFT Statement of Expectations

1. Introduction

This Statement of Expectations (**SOE**) has been prepared for Tiaki Wai Metro Water Limited (Tiaki Wai) as required by the Local Government (Water Services) Act 2025.

It was adopted by the Tiaki Wai Partners Committee, which is made up of representatives of Hutt City Council, Porirua City Council, Upper Hutt City Council, Wellington City Council, and Greater Wellington Regional Council (the Shareholding Councils), and mana whenua partners Taranaki Whānui ki te Upoko o Te Ika and Ngāti Toa Rangatira (the Partners) on 18 December 2025.

2. Context and purpose

Tiaki Wai has been established to deliver safe, reliable, affordable, and sustainable drinking water, wastewater and stormwater services within the Wellington metropolitan area. Tiaki Wai is required to deliver these services in accordance with the objectives in section 17, and financial principles in section 18, of the Local Government (Water Services) Act 2025 and the expectations set out in this SOE.

This SOE describes the collective expectations of the Shareholding Councils and mana whenua partners of Tiaki Wai. It provides direction on the outcomes Tiaki Wai is to seek to achieve when delivering water services for communities, as well as expectations for how Tiaki Wai should conduct itself and its relationships with key stakeholders.

The Partners have agreed that the initial focus for Tiaki Wai should be on achieving a successful transition, which beds in operational stability, robust and independent governance, and the establishment of effective planning and investment processes with strong financial management. This focus is reflected in this SOE.

This SOE sets expectations in four areas:

- 2.1 Governance, Accountability and Reporting expectations, including details on the content for the required half-yearly report.
- 2.2 Establishment expectations (December 2025 to 30 June 2026) – expectations that must be achieved before operational go-live.
- 2.3 Transitional expectations (1 July 2026 to 30 June 2030) – expectations that will apply through the transitional / establishment phase.
- 2.4 Enduring expectations.

Tiaki Wai will need to build its internal capability and capacity so it can deliver on its objectives and the expectations that govern it. Existing staff, particularly those transitioning from the Shareholding Councils will also need to be well supported through transition.

3. Strategic goals and key outcomes for Tiaki Wai

- 3.1 To ensure the delivery of safe, reliable, environmentally and financially sustainable water services that will be resilient, restore te mana o te wai and enable new homes and the well-being of communities across Tiaki Wai's service area.
- 3.2 The following are the key outcomes Tiaki Wai must reflect in the initial Water Services Strategy:

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- (a) Improving and compliant water services are delivered for customers and partners, through significant focus on the state of the water network, infrastructure and assets.
- (b) Financially sustainable water services are delivered for customers and partners, with consideration given to affordability when setting water charges.
- (c) Working and reliable water services are delivered for customers continuously, during and after the transition of water services to Tiaki Wai.

4. Governance, Accountability and Reporting

Maintaining independence while establishing strong governance arrangements will be important to the success of Tiaki Wai. Tiaki Wai must be open and transparent in its decision-making with Partners, key stakeholders and the communities it serves.

It is also acknowledged that Tiaki Wai will remain reliant on existing council systems, processes, varying degrees of support, and information, particularly through the establishment phase and the transition phase for no longer than 24 months unless mutually agreed. Tiaki Wai will take responsibility for systems, business processes and resourcing as soon as possible. Working together to ensure reliable service provision for customers will be critical through the transition and establishment phases, and thereafter ongoing.

4.1 It is expected that:

- (a) Tiaki Wai and the Shareholding Councils will work constructively to agree clear, coordinated support processes and shared arrangements to ensure that reliable, and customer-focused, service delivery is achieved.
- (b) Tiaki Wai will operate under a skills-based board that has the capability to oversee a complex, multi-owner organisation.
- (c) Tiaki Wai will meet best practice governance standards as set out by the [Elements of effective governance — Office of the Auditor-General New Zealand](#).
- (d) Tiaki Wai must provide advance notice to the Partners Committee of any decisions Tiaki Wai is considering that would involve a significant departure from its Water Services Strategy, or reprioritisation of activities, including advice about how the decision will be consulted on (if required by the Significance and Engagement Policy) or otherwise regularised (e.g. through an amendment to the Water Services Strategy).
- (e) Partners will be made aware of any material or significant events or other issues that may attract public interest on a “no surprises” basis. To achieve this, Tiaki Wai must proactively advise the partners of:
 - (i) any emerging significant risks including potential significant service failures, critical risks or compliance issues in advance of such events where possible, and immediately if significant service failures occur, and
 - (ii) advise of mitigations, solutions or remediations that will be put in place to minimise the likelihood and/or impact of the reported risks, issues or service failures.

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- (f) all reporting will be written in plain English and made easily accessible to the community so that customers and the wider public can understand how the organisation is performing and to ensure trust and accountability are continually reinforced, noting sensitive information will be redacted from public communication.

5. Content of Tiaki Wai's first Half-yearly report

5.1 Tiaki Wai will provide to the Partners Committee a half-yearly report at an aggregated, organisational level (i.e. not council-by-council) which includes the following content:

- (a) Delivery of capital projects against those specified in investment delivery plan for the financial year to which the report relates, and any departures from planned capital programmes.
- (b) Compliance and enforcement status of resource consents and other regulatory requirements including actual or potential compliance issues, along with proposed solutions for addressing any compliance issues.
- (c) Forecast expenditure, projects specifically subject to government or other third party funding, lending and any associated implications for future water charges.
- (d) Critical risks and proposed mitigations
- (e) Key stakeholder relationships, including meetings or other engagements.
- (f) Progress on the transition of services from Shareholding Councils and other hosted systems and services to Tiaki Wai systems.

6. Expectations of Tiaki Wai during the Establishment Phase (19 December 2025 to 30 June 2026)

The following expectations are intended to ensure that Tiaki Wai is set up for success, with all necessary components in place for 'Day One' (1 July 2026).

Customer Charter

The move to Tiaki Wai holding full responsibility for revenue, charging and service provision is a significant change for customers. Clear communication, and public confidence are essential as responsibilities transfer from Wellington Water Limited and the Shareholding Councils.

6.1 It is expected that:

- (a) Tiaki Wai will develop and publish a Customer Charter which sets out the organisation's commitment to operate openly, with clear and accessible information available for communities.
- (b) The Customer Charter is to:
 - (i) inform customers of what they can expect from Tiaki Wai regarding the provision of water services, service levels and how charges are set;
 - (ii) outline how customers can engage with Tiaki Wai and how Tiaki Wai will consider the views of customers when providing water services;

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- (iii) commit Tiaki Wai to being professional, open and transparent, acting with integrity, treating its customers fairly and with respect, and operating with clear and accessible information; and
- (iv) outline the commitment Tiaki Wai has to the environment.
- (c) Tiaki Wai provides opportunities for the Partners Committee to review and comment on any draft Customer Charter and consider those comments before adopting it.
- (d) Once adopted, the Customer Charter will be made publicly available and actively promoted so that customers understand what they can expect from Tiaki Wai.

Initial Water Services Strategy

In developing its initial Water Services Strategy, Tiaki Wai is expected to take ownership of its strategic direction while ensuring oversight and appropriate alignment with existing planning completed by the Shareholding Councils.

It is intended that the initial focus for Tiaki Wai is on achieving a successful transition. As a result, the first Water Services Strategy for Tiaki Wai should be prepared to focus on the first financial year of operations from 1 July 2026, ahead of a more comprehensive Water Services Strategy being developed in 2026-2027 to align with the Shareholding Councils' Long-Term Plan cycle. The next Water Services Strategy will provide direction on the approach for the 2027-37 period and will be informed by an updated SOE prepared by the Partners Committee in late 2026.

6.2 It is expected that the initial Water Services Strategy will:

- (a) Act as an initial strategy focusing on the delivery of services, financing and charging in Year 1 (2026/27), which will be broadly aligned with the Water Services Delivery Plan (albeit refined through the financial planning process).
- (b) Set water charges in line with the projected amounts in the Shareholding Councils' Long Term Plans for the 2026/27 financial year.
- (c) Reflect the longer-term strategic priorities of keep up, catch up, build up, clean up, address faults and improve resilience, noting the link between these priorities and the existing strategic priorities guiding Wellington Water's investment.
- (d) Provide a roadmap for the implementation of price harmonisation by no later than 1 July 2031.
- (e) Include detail on the implementation plan for water meters, or in lieu of one being in place, the plan to deliver one.
- (f) Include the prioritised programme for the Technology Systems Investment (TSI) Programme being rolled out within Wellington Water, for Tiaki Wai.
- (g) Include detail on how corporate capability within Tiaki Wai will be built to ensure efficient delivery of services.
- (h) Generally reflect performance indicators and measures from the Shareholding Councils' Long Term Plans, with those indicators and measures to form the basis for accountability during the initial transitional phase.

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- (i) Reflect a pricing strategy that is generally based on the Shareholding Councils' existing rating policies.

6.3 It is expected that:

- (a) Tiaki Wai provides the Partners Committee with an early opportunity to comment on the draft Water Services Strategy, with the intention that a draft be provided by 1 March, but no later than 1 April, with a minimum review period for the Partners Committee of four weeks;
- (b) Tiaki Wai prepares and provides a summary document clarifying any proposed significant changes to key projects or costs to customers when compared to the Long Term Plans (and annual plans) of the Shareholding Councils, which is to be provided at the same time as the draft Water Services Strategy; and
- (c) Tiaki Wai consider the benefit of public consultation, as against its significance and engagement policy, noting that the Shareholding Councils have not required Tiaki Wai to consult on the draft Water Services Strategy in full or part.

Other establishment phase expectations

6.4 It is expected that:

- (a) Alongside the Shareholding Councils, Tiaki Wai will work with the Local Government Funding Agency (LGFA) to prepare to accede as a participating borrower, ensuring access to the same financing terms available to councils and maintaining consistency across the region's funding arrangements.

7. Expectations of Tiaki Wai during the transition phase (1 July 2026 to 30 June 2030)

These expectations are the focus areas for the transition phase, however a version of these expectations will also carry through to the enduring expectations in future SoEs.

Our expectations during this transition phase are set out below, and they will be reviewed in late 2026 to ensure that they remain relevant in the lead up to the next Water Services Strategy for the 2027-37 period.

The first four years will be a pivotal time for Tiaki Wai. During this phase, it will be important to establish strong foundations and effective ways of working, while also maintaining continuity of service for customers. This phase will also require a smooth transition for employees, and the contractor and consultant market.

Continuity of Service for Customers

The transition to Tiaki Wai must be as smooth as possible for customers, with the move to paying directly for water services managed carefully to ensure transparency and avoid price shocks as far as reasonably possible. Customers should receive effective service when reporting faults, and have a formal pathway to raise complaints, and a mechanism to resolve them.

7.1 It is expected that:

- (a) the Pricing Strategy:
 - (i) for the 2027/28 financial year and beyond will focus on changes to pricing structures or charges and this will be clearly laid out as part of the 2027-2037 Water Service Strategy; and

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- (ii) will be clearly communicated and will ensure transparency and affordability for customers.
- (b) by 1 July 2027, Tiaki Wai will develop and implement a Financial Support Policy, including provisions for customer hardship assistance. This policy will set out how the organisation will support customers experiencing financial hardship to ensure equitable access to essential water services.
- (c) Tiaki Wai own the customer relationship and will work closely with Shareholding Councils to respond to customer queries, as defined in the SLA.
- (d) Tiaki Wai will join the Utilities Disputes Ltd and promote this service to its customers.

Making Use of Existing Knowledge

Tiaki Wai is to work closely with Wellington Water and the Shareholding Councils to ensure a smooth transition and make full use of existing knowledge, strategies and plans wherever possible.

7.2 It is expected that:

- (a) Tiaki Wai will work with the Shareholding Councils to transfer any necessary consents, and in a way that upholds settlement or consent condition commitments.
- (b) Tiaki Wai will collaborate with all Shareholding Councils, including by adopting appropriate shared service and service level support arrangements.
- (c) Tiaki Wai will draw on, and where appropriate, rely on existing strategies, plans and programmes.

Stormwater Management

Effective stormwater management requires collaboration across multiple parties, and it is critical that a whole-of-catchment approach is taken.

7.3 It is expected that:

- (a) Tiaki Wai will, in partnership with the Shareholding Councils and Mana Whenua, take a catchment wide approach to stormwater management, including in its Water Services Strategy, noting the importance of recognising the full stormwater system incorporating both the natural and built environments.
- (b) through the development of transfer agreements, Tiaki Wai will work to resolve the approach to stormwater management and accountability between Tiaki Wai, Shareholding Councils and other parties.
- (c) Tiaki Wai will collaborate with Partners in preparing a Stormwater Network Risk Management Plan to identify any hazards and assess and manage risk relating to the network, to prepare Service Agreements for the stormwater network, and to inform the 2030-2040 Water Services Strategy.
- (d) Tiaki Wai will establish a Stormwater Service Level Agreement by 1 July 2027 between Tiaki Wai and the Shareholding Councils. As far as possible, the Agreement is expected to be regionally consistent.

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Financial and Investment Management

Tiaki Wai must quickly establish prudent financial management practices. These should align with the Local Government Funding Agency (LGFA) framework and provide clear visibility to the partners of organisational costs, funding requirements, and investment needs.

7.4 It is expected that:

- (a) Tiaki Wai will work to establish a development contributions framework (or equivalent, in the event of future reform and the introduction of a development levy regime) that aims to recover 100% of growth-related costs, but in the initial transition phase will adopt the relevant parts of the Shareholding Council's existing development contributions policies.
- (b) Tiaki Wai will take over responsibility for charging and billing capability, replacing the territorial authority shareholders, as soon as practicable (in line with the TSI system programme), and until that time will work closely with the Shareholding Councils who will act as invoicing agents on behalf of Tiaki Wai to facilitate the collection of water charges.
- (c) Tiaki Wai will initiate work to develop a regionally harmonised approach to water charges, with that approach documented in the 2030-2040 Water Services Strategy, and implemented no later than 1 July 2031.
- (d) Tiaki Wai will report to the Partners Committee, at least twelve months before the intended harmonisation date on the impact of harmonisation for governance arrangements and community engagement requirements.
- (e) Tiaki Wai will build its dedicated finance and payroll capability, delivered through the Technology Systems Improvement (TSI) programme as soon as practicable. Until that time, Tiaki Wai will work closely with Wellington City Council, using the agreed payroll and finance hosted arrangements established via Service Level Agreements.

Workforce and Capability

A safe, skilled, diverse, and culturally competent workforce is essential to the success of Tiaki Wai.

7.5 It is expected that:

- (a) Tiaki Wai must provide a workplace that prioritises health, safety, and staff wellbeing, and invest in the development of its people. Appropriate policies and structures must be in place to support this.
- (b) Tiaki Wai progressively establishes partnerships with the wider water sector, central and local government, training providers, and mana whenua to develop enabling policy, grow local capability and to create employment pathways that support long-term workforce sustainability.
- (c) Tiaki Wai builds capacity and capability - including at governance and leadership level - to uphold Te Tiriti and Treaty settlements and commitments to mana whenua for future health and wellbeing of the water.
- (d) to support a positive workplace culture, Tiaki Wai will:
 - (i) embed organisational values and behaviours into daily practices; and

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- (ii) ensure leadership expectations are clear.

Broader Outcomes

There is an opportunity for Tiaki Wai to consider broader outcomes and use its purchasing power to deliver wider community benefits such as employment, training, and support for local communities.

7.6 It is expected that:

- (a) Tiaki Wai will progressively work towards reflecting a social procurement approach in its procurement strategies while balancing the most cost-effective outcome to ensure water services remain affordable for customers.
- (b) Tiaki Wai will pay the Living Wage.
- (c) Tiaki Wai will establish a climate mitigation and adaptation policy to inform the 2030-2040 Water Services Strategy.

8. Our Enduring Expectations of Tiaki Wai

Our enduring expectations outline how Tiaki Wai is expected to operate across the longer term. They reflect shared values and principles of the Partners and are considered to be relevant to the operations of Tiaki Wai, including over the initial establishment / transitional phase.

The Partners acknowledge that Tiaki Wai's achievement of all of the enduring expectations must be viewed against the context of the current operating environment, the condition of the assets being transferred, the operating budgets available in the first financial year and the time required to establish new systems and capability. In certain respects the enduring expectations are deliberately aspirational, but Tiaki Wai is expected to progressively work towards delivering water services in a way that satisfies those expectations, so that once the transition phase is complete, an operating model has been developed that aligns with and seeks to satisfy these expectations.

While Tiaki Wai is to focus on the initial expectations and half-yearly report content during the first year of operations, the Partners expect Tiaki Wai to develop reporting baselines for all expectations over its first two years of operations, and begin to report on these enduring expectations as soon as practicable thereafter.

Upholding Treaty principles, settlement obligations and te mana o te wai

Tiaki Wai will uphold the principles of Te Tiriti o Waitangi, existing Treaty settlement obligations, and act in accordance with existing relationship arrangements and other commitments with Māori.

8.1 It is expected that:

- (a) Tiaki Wai develops genuine partnerships with mana whenua, by providing opportunities and establishing formal mechanisms that facilitate and improve mana whenua input into strategic policy development and investment decisions.
- (b) Tiaki Wai uphold the Treaty principles, any Treaty settlement obligations of the Shareholding Councils.
- (c) Tiaki Wai will give effect to councils' commitments to ensure te mana o te wai is enhanced in its strategies, planning and investment decision making.
- (d) the existing Partnership Service Agreements and Relationship Charter in place between mana whenua and Wellington Water Limited will endure until 30 June 2028.

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Customer and Community

Tiaki Wai is to be a customer facing organisation and must embed a culture that puts the customer first. It is to be established and operated so that effective customer service, clear and regular communication and ensuring the views of communities are central to how water services are delivered.

8.2 It is expected that:

- (a) Tiaki Wai will progressively work towards creating and embedding an organisational culture that is customer first, transparent, and recognised as a leader in health, safety, and wellbeing within the water services sector.
- (b) Tiaki Wai will demonstrate a strong customer service ethos that prioritises responsiveness, respect, and accountability in every interaction.
- (c) Tiaki Wai will establish and maintain a customer reference group that includes representatives from communities across the service area.
- (d) Tiaki Wai will engage in open, collaborative consultation on significant issues or projects with directly affected or interested communities (in line with its Significance and Engagement Policy).
- (e) Tiaki Wai will communicate with customers in an open and timely way, and in a manner that is appropriate for the audience, about intended activities that may affect them, with clear explanations about key issues and drivers for activities, and opportunities for engagement with Tiaki Wai.

Environmental Stewardship

Tiaki Wai must be a responsible guardian of the environment and actively seek to protect and enhance the health of harbours and catchments in its service area, and other natural ecosystems it interacts with.

8.3 It is expected that:

- (a) With the Shareholding Councils and mana whenua, Tiaki Wai will commit to the outcomes in the following documents (as applicable) and with a balanced view of other outcomes Tiaki Wai must deliver on:
 - (i) Te Wai Ora o Porirua – Porirua Harbour Accord and any other future Accords, and
 - (ii) iwi management plans, and
 - (iii) Te Mahere Wai, and
 - (iv) Poutiaki Plan, and
 - (v) Te Whanganui a Tara Whaitua Implementation Plan, and
 - (vi) Te Awarua o Porirua Whaitua Implementation Plan, and
 - (vii) any relevant memorandum of understanding and management plans for lakes.
- (b) Tiaki Wai will focus on delivering water services in a manner that minimises adverse environmental effects, and to pursue improvement in environmental outcomes.

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- (c) Tiaki Wai will use its best endeavours to meet or exceed all environmental regulatory requirements, and where it does not meet those requirements shall take a proactive and practical approach to resolving all non-compliance.
- (d) Tiaki Wai will progressively work towards applying a climate change lens to its decision making and reduce carbon emissions across its activities over time.

Safe, reliable and resilient water services

As the water service provider for the Wellington metropolitan area, Tiaki Wai must remain aware of the importance of its role in protecting and supporting public health. Ensuring drinking water, wastewater and stormwater services are provided in a reliable, safe, and resilient way in the face of natural hazards, climate change, and the demands of population growth requires strong asset management practices, proactive investment, and sound risk management.

8.4 It is expected that:

- (a) Tiaki Wai will build its asset management capability by improving the quality and completeness of asset data, and in doing so will proactively manage existing infrastructure to, optimally manage any deterioration, avoid future deficits, and support timely, well-planned investment decisions.
- (b) Tiaki Wai will prioritise asset management planning towards very highly critical and highly critical assets so that risks of failure are minimised, ensuring communities can depend on these essential services now and into the future.
- (c) Tiaki Wai will plan and deliver water services that are resilient to future challenges, including the impacts of climate change and natural hazards. Focus should be placed on ensuring long-term security and reliability of water services through strategic infrastructure and asset planning over a minimum 30-year horizon.
- (d) Tiaki Wai will identify critical gaps or risks in its ability to operate as a sound asset manager of water services in the service area and will have a recommended pathway to improved risk maturity.
- (e) Tiaki Wai will establish an effective enterprise level risk management framework and align internal management with strategic goals to improve operational efficiency and compliance.
- (f) Tiaki Wai will demonstrate improved programme and project governance including performance monitoring to ensure Asset Management Plans are applied fully to deliver the organisation's asset management responsibilities and ongoing work programmes.

Emergency Preparedness and Continuity of Service

Tiaki Wai is the water lifeline utility as defined in the CDEM Act 2002 and is therefore expected to lead water community resilience before, during and after any emergency event.

8.5 It is expected that:

- (a) Drinking water supply and wastewater services either continue to operate during and following emergencies, even if at reduced levels, or is subject to minimal disruption only.

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- (b) Tiaki Wai actively participates in regional and local emergency management planning and maintains and regularly updates its own emergency response and business continuity plans.
- (c) Tiaki Wai works closely with Shareholding Councils, emergency services, and other lifeline utilities to ensure a coordinated and effective response to emergencies, including through timely and transparent communication with key agencies, and the public.
- (d) Tiaki Wai will hold critical spare parts and equipment to enable rapid response to significant natural disasters or other major events that could disrupt service delivery. It will also develop plans for such events to ensure that it has the capability and resources to effectively and restore services as quickly as possible.

Affordability, Equity and Value for Money

Delivering value for money is about both cost efficiency and fairness, with decisions always to be tested against the affordability of water services for the community.

8.6 It is expected that:

- (a) Tiaki Wai will develop a regionally harmonised approach to water charges, and will document that in the 2030-40 Water Services Strategy, so that the approach can be implemented by no later than 1 July 2031.
- (b) Tiaki Wai will deliver services in a way that is cost effective, financially sustainable and efficient. It must balance the affordability of water services for households with the need for sustained long-term investment in resilient infrastructure and any regulatory requirements.
- (c) Tiaki Wai will be open and transparent on how it charges for water services.
- (d) Tiaki Wai should pay particular attention to equity and hardship, ensuring vulnerable households are supported through appropriate policies which document options such as flexible payment options.
- (e) water supply is an essential lifeline service and while restrictions may need to be applied across the service area at times to manage supply and demand, this will be a last resort, and no household will be denied access to water services due to financial hardship or other vulnerabilities.
- (f) Tiaki Wai will work with councils to develop regional water bylaws.

Aligned strategic growth planning

Upgraded and new water services infrastructure is needed to provide for expected population growth in the service area. This infrastructure must be planned and delivered to support the timing and location of growth identified in urban growth strategies and plans. This will ensure that new development areas have the necessary water infrastructure in place when they are needed, consistent with the sequencing and priorities agreed across the service area.

At the same time, Tiaki Wai needs to retain flexibility to respond to and support development that occurs outside of the planned sequence, where this is necessary to meet community or housing needs.

8.7 It is expected that:

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- (a) Tiaki Wai will consider and engage with the following strategies and plans when making decisions about the water services infrastructure required to support growth, and the sequencing of such infrastructure:
 - (i) Te Rautaki Whanaketanga ki tua a Wairarapa - Wellington-Horowhenua Future Development Strategy;
 - (ii) the Shareholding Councils' District Plans, Long-Term Plans, Infrastructure Strategies and other growth-related plans;
 - (iii) any iwi led plans and strategies, to the extent that they are relevant to growth planning.
- (b) Tiaki Wai will work closely with its Partners to ensure its long-term investment plans support and align with Shareholding Councils' growth strategies and urban development goals across the Wellington metropolitan region, over time. This includes:
 - (i) collaborating with Shareholding Councils when requested, as they develop key planning documents, such as Long-Term Plans, District Plans, Regional Plans, Policy Statements and Spatial Strategies, to ensure water infrastructure planning supports agreed growth priorities; and
 - (ii) providing clear advice to Shareholding Councils on the different infrastructure needs and costs associated with greenfield (new development areas) and brownfield (redevelopment of existing areas) growth, to assist councils to make informed decisions about where and how to grow.
- (c) Tiaki Wai will actively support the Shareholding Councils' building and resource consenting processes by:
 - (i) providing timely, accurate, and fit-for-purpose technical advice and approvals related to water service connections; and
 - (ii) ensuring that its input enables councils to meet statutory processing timeframes and deliver a positive customer experience.
- (d) The role of Tiaki Wai in facilitating connections to water networks and assessing infrastructure capacity as part of these consent processes must be clearly defined, consistently applied, and supported by transparent communication with both councils and applicants.
- (e) Tiaki Wai will support the Shareholding Councils with any collective advocacy on growth related reform or plan change processes, so that a "one family" approach is taken where possible to growth planning across the service area.

9. Review Date

The Statement of Expectations will be updated mid-late 2026 and provided to Tiaki Wai Board prior to 31 December 2026 to inform the expectations for the Tiaki Wai Water Services Strategy 2027-2037.

END

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TO: Chair and Members
Te Komiti Tiaki Wai | Partners' Committee

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

DATE: 11 December 2025

SUBJECT: MEETING SCHEDULE 2026

Recommendation

That the Committee agrees to the meeting schedule for the Tiaki Wai | Partners' Committee for the next six months, as follows:-

- (a) Friday, 13 March 2026, starting at 12 noon at a venue to be confirmed; and
- (b) Friday, 29 May 2026, starting at 12 noon at a venue to be confirmed.

Purpose of Memorandum

- 1. For the Te Komiti Tiaki Wai | Partners' Committee (the committee) to adopt its meeting schedule for the first six months of 2026.

Background

- 2. Clause 19(6) of Schedule 7 of the Local Government Act 2002 provides for Council to adopt a schedule of meetings for Council and committee meetings

Proposed meeting arrangements for 2026

- 3. Officers have arranged for holds to be entered into members' diaries for these dates to support planning and scheduling.

Communication

- 4. Once the committee has adopted its meetings for March and May 2026, the Democratic Services team will arrange for the circulation of the meeting details to external committee members and key stakeholders.
- 5. Meetings will be publicly notified in The Post and published on councils' websites. This is in accordance with the public notice requirements of the Local Government Official Information and Meetings Act 1987.

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

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