

# TE KOMITI TIAKI WAI PARTNERS' COMMITTEE

6 March 2026

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

**Friday 13 March 2026 commencing at 12.00pm**

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

## Membership

Dame K Prendergast  
Mayor A Baker  
Cr S Edwards  
Cr R Connelly  
Mayor P Zee  
Mayor A Little  
H Modlik  
K Puketapu-Dentice

Deputy Mayor K Wihapi  
Mayor Fauono K Laban  
Cr S Woolf

Deputy Mayor C White  
Deputy Mayor B McNulty  
R Faulkner

Dr A White

Independent Chair  
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)

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

## Schedule 1- Rules for Shareholder Meetings

### 1. Chair

- (a) If the Chair is present at the meeting, he or she must chair the meeting.
- (b) If there is no Chair or if the Chair is not present at the meeting within 15 minutes of the start time, the Directors present may elect a chair for that meeting, failing which, the Shareholders (or their representatives) present may elect a chair for that meeting.

### 2. Notice of meetings

- (a) Each Shareholder and every Director of the Company must be sent written notice of the time and place of the meeting at least 10 Business Days before the meeting.
- (b) The notice must state:
  - (i) the nature of the business to be discussed at the meeting in sufficient detail to enable the Shareholders to form a reasoned judgment in relation to it; and
  - (ii) the text of any Special Resolution to be put to the meeting.
- (c) An irregularity in a notice of a meeting is waived if:
  - (i) the Shareholders attend the meeting without protest as to the irregularity; or
  - (ii) if each Shareholder agrees to the waiver.
- (d) If a meeting is adjourned for 30 days or more, notice of the adjourned meeting must be given as in the case of an original meeting. It is not otherwise necessary to give any new notice for an adjourned meeting.
- (e) The accidental omission to give a notice of a meeting to, or the non-receipt of a notice of a meeting by, any person entitled to receive notice does not invalidate the proceedings at that meeting.

### 3. Methods of holding meetings

A Shareholders' meeting may be held in any of the following ways:

- (a) at the place, date, and time appointed for the meeting;
- (b) by means of audio, or audio and visual, communication; or
- (c) a combination of (a) and (b).

The Shareholders (or their representatives) participating must constitute a quorum and must all be able to simultaneously hear all participants throughout the meeting.

### 4. Quorum

- (a) No business may be transacted at a Shareholder meeting if a quorum is not present.

- (b) A quorum for a Shareholder meeting is present if Shareholders holding a majority of the Shares or their proxies:
  - (i) are present; or
  - (ii) have completed postal votes (where permitted).
- (c) If a quorum is not present within the 30 minutes after the start time for the meeting:
  - (i) if the meeting is called under section 121(b) of the Companies Act, the meeting is dissolved;
  - (ii) for any other meeting, the meeting is adjourned to:
    - (aa) the same day in the following week at the same time and place, or
    - (bb) to another date, time and place to be fixed by the Directors.

## 5. Adjournments

The chair:

- (a) may adjourn the meeting from time to time and from place to place, but no business can be transacted at any adjourned meeting other than the business left unfinished at the meeting from which the adjournment took place; and
- (b) must adjourn the meeting as above if directed to do so by the meeting.

## 6. Voting

- (a) If a Shareholder meeting is held under clause 3(a) above, unless a poll is demanded, voting at the meeting will be by:
  - (i) voting by voice; or
  - (ii) voting by show of hands,and the chair of the meeting will decide which method is used.
- (b) If a Shareholder meeting is held under clause 3(b) or 3(c) above, unless a poll is demanded, voting at the meeting shall be by any method permitted by the chair of the meeting.
- (c) A declaration by the chair of the meeting that a resolution is carried by the necessary majority is conclusive evidence of that fact unless a poll is demanded.
- (d) Subject to the Partners Agreement and to any rights or restrictions attached to any Share:
  - (i) where voting is by voice or a show of hands, every Shareholder present in person or by proxy or representative has one vote;
  - (ii) on a poll every Shareholder present in person or by proxy or representative has one vote in respect of every Share held by that Shareholder which entitles a Shareholder to vote; and
  - (iii) in the case of an equality of votes, the chair of the meeting does not have a casting vote.

**7. Proxies and postal votes**

- (a) Each Shareholder has the right to appoint a representative as its proxy to attend and vote at Shareholder meetings on its behalf, and each Shareholder Representative of a Shareholder, and the Alternate of such Shareholder, is deemed to be appointed as a representative under this clause. Any such representative so appointed is entitled to attend and be heard at Shareholder meetings and to demand or join in demanding a poll, as if that representative was the relevant Shareholder.
- (b) A Shareholder may not cast a postal vote at a Shareholders' meeting unless the Board has previously authorised postal votes for that meeting in which case:
  - (i) the notice of that meeting must state whether postal votes are authorised; and
  - (ii) postal voting must be carried out in accordance with paragraph 7 of the First Schedule to the Companies Act.

**8. Minutes**

- (a) The Board must ensure that minutes are kept of all proceedings at Shareholder meetings.
- (b) Minutes which have been signed correct by the Chair of the meeting are *prima facie* evidence of the proceedings.

**9. Shareholder proposals**

- (a) The Shareholders may give written notice to the Board of a matter the Shareholder proposes to raise for discussion or resolution at the next Shareholder meeting. The provisions of paragraph 9 of Schedule 1 to the Companies Act apply to any notice given under this clause.
- (b) The chair of a Shareholder meeting will allow a reasonable opportunity for the Shareholders to question, discuss or comment on the management of the Company.

**10. Other proceedings**

Except as provided in this Schedule 1, and subject to this Constitution, a Shareholder meeting may regulate its own procedure.

## TE KOMITI TIAKA WAI | PARTNERS' COMMITTEE

Meeting to be held in the Hutt City Council Chambers, 2nd Floor, 30 Laings Road,  
Lower Hutt on **Friday 13 March 2026 commencing at 12.00pm**

### 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	<i>Protected environment</i>
whenua	<i>Thriving people</i>
He oranga taiao	
He oranga tangata	<i>Connected, united, affirmed!</i>

Haumi e, hui e Taiki e!

##### 2. APOLOGIES

No apologies have been received.

##### 3. PUBLIC COMMENT

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

##### 4. CONFLICT OF INTEREST DECLARATIONS

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

##### 5. MINUTES

Meeting minutes Te Komiti Tiaki Wai | Partners' Committee,  
18 December 2025

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##### 6. VERBAL STATEMENT BY THE INDEPENDENT CHAIR

A verbal statement by the Independent Chair of the Partners' Committee

7. **TIAKI WAI BOARD CHAIR REPORT - ESTABLISHMENT UPDATE**  
 Report No. PCTW2026/1/45 by the Board Chair Tiaki Wai 15
8. **TIAKI WAI PUBLIC ENGAGEMENT ON THE WATER SERVICES STRATEGY, SIGNIFICANCE AND ENGAGEMENT POLICY AND CUSTOMER CHARTER**  
 Report No. PCTW2026/1/46 by Tiaki Wai 28
9. **TIAKI WAI - OVERVIEW OF TRANSFER PROCESS**  
 Report No. PCTW2026/1/47 by Tiaki Wai 38
10. **TIAKI WAI CUSTOMER AND STAKEHOLDER ENGAGEMENT PROGRAMME**  
 Report No. PCTW2026/1/48 by Tiaki Wai 42
11. **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.         |  |

Vanessa Gilmour  
 Democracy Advisor  
**Hutt City Council**

**TE KOMITI TIAKI WAI | PARTNERS' COMMITTEE**

Minutes of a meeting held in the Hutt City Council Chambers, 2nd Floor,  
30 Laings Road,  
Lower Hutt on **Thursday 18 December 2025 commencing at 1:00pm**

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To watch the livestream of this meeting, please click on the link here: [18 December 2025  
Tiaki Wai | Partners Committee](#)

**PRESENT:**

Dame K Prendergast DNZM (Chair)  
Mayor A Baker (PCC)  
Cr S Edwards (HCC)  
Cr R Connelly (GWRC)  
Mayor P Zee (UHCC) (Deputy Chair)  
Mayor A Little (WCC)  
R Faulkner (Te Rūnanga O Toa Rangatira)  
K Puketapu-Dentice (Taranaki Whānui ki Te Upoko o Te Ika)

**APOLOGIES:**

There were no apologies.

**IN ATTENDANCE:**

Mayor K Laban, Hutt City Council, (part meeting)  
W Walker, Chief Executive, Porirua City Council  
J Miller, Chief Executive, Hutt City Council  
M Prosser, Chief Executive, Wellington City Council  
N Corry, Chief Executive, GWRC  
G Swainson, Chief Executive, Upper Hutt City Council  
W Peet, Board Chair, Tiaki Wai  
D List, Establishment Director, Tiaki Wai  
M Wakefield, Legal Workstream Lead, Tiaki Wai  
P Dougherty, Chief Executive, Wellington Water Limited  
K Stannard, Head of Democratic Services, Hutt City Council  
J Young, Democracy Advisor, Hutt City Council  
H Clegg, Minute Taker, Hutt City Council

**PUBLIC BUSINESS**

1. **OPENING FORMALITIES - KARAKIA TIMATANGA**

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>
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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**

There were no apologies.

3. **PUBLIC COMMENT**

There was no public comment.

4. **CONFLICT OF INTEREST DECLARATIONS**

There were no conflicts of interest declarations

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

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

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

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

**Minute No. PCTW 25501**

*"That the Committee:*

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

The Chief Executive, Porirua City Council, called for nominations for the Chair.

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

**Minute No. PCTW 25502**

*"That Dame Kerry Prendergast be elected as Chair of the Te Komiti Tiaki Wai | Partners' Committee Tiaki Wai."*

Dame Kerry Prendergast assumed the chair, thanked everyone for supporting her nomination, and congratulated the newly elected mayors. She called for nominations for the Deputy Chair position.

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

**Minute No. PCTW 25503**

*"That Mayor Zee be elected as Deputy Chair of the Te Komiti Tiaki Wai | Partners' Committee Tiaki Wai."*

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

Kara Puketapu-Dentice, Taranaki Whānui ki Te Upoko o Te Ika and Rawiri Faulkner Te Rūnanga O Toa Rangatira) were invited to the table.

The Chief Executive, Porirua City Council, highlighted the ongoing involvement of Mana Whenua in the water reform process, emphasising Tiaki Wai's commitment and the statutory requirement for their representation.

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

**Minute No. PCTW 25504**

*"That the Committee:*

- (1) receives and notes the information; and*
- (2) appoints Helmut Modlik as the member and Rawiri Faulkner as the alternate for Te Rūnanga o Toa Rangatira and appoints Kara Puketapu-Dentice as the member and Dr Anna-Marie White as the alternate for Taranaki Whānui ki Te Upoko o Te Ika as Mana Whenua representatives on the Partners' Committee, in accordance with clause 6.3 of the Partners' Agreement."*

## 7. TIAKI WAI PROGRESS, CHALLENGES AND OPPORTUNITIES

Report No. PCTW2025/5/316 by the Establishment Director, Tiaki Wai Establishment Programme

Dougal List, the Establishment Director, Tiaki Wai, elaborated on the report.

Will Peet, Board Chair, Tiaki Wai, recognised the challenges ahead in transitioning to the new entity, while highlighting the progress made so far and the close collaboration with Wellington Water Limited (WWL).

Dougal List explained the governance and funding arrangements for the Establishment Programme. He outlined its role in preparing Tiaki Wai for launch in collaboration with key partners. Additionally, he clarified that WWL would continue its regular business operations during the transition.

Will Peet presented strategies to ensure continued operations during the transition, highlighted the need for additional resources, and confirmed governance structures and staffing plans to support both the transition process and the ongoing operations of WWL.

Dougal List emphasised the organisation's readiness plan for the 2026 handover. He detailed the short term nature of the initial Water Services Strategy and confirmed its consultation through the Annual Plan process.

Mike Wakefield, Legal Workstream Lead, Tiaki Wai, and Will Peet confirmed that the Committee would provide input on the draft Water Services Strategy. They emphasised the need to align the strategy with the Statement of Expectation. Additionally, they noted that a follow up Committee meeting may be necessary to gather feedback from partners.

Will Peet stated that a detailed milestones timeline would be shared at the next meeting after the transition period. He confirmed ongoing discussions with council Chief Executives on funding, value-for-money assessments, and income expectations for his first year. He also presented a Communications Plan developed with councils and iwi, focusing on clear messaging and inviting Committee input.

## 8. DRAFT STATEMENT OF EXPECTATIONS

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

Will Peet elaborated on the report. He noted that while Tiaki Wai had the opportunity to consider an early draft of the Statement of Expectations (SOE), the updated version included several new provisions and other amendments, which Tiaki Wai generally supported. He highlighted that Tiaki Wai was particularly supportive of the 2026 SOE review, enabling the adoption of an updated version to inform the preparation of the first full Water Services Strategy for 1 July 2027. He emphasised that the 2027 strategy would require Tiaki Wai and the community to have a deep review of network investment priorities, delivery plans, and funding. He stressed that Tiaki Wai was interested in collaborating with the Partners' Committee on the next SOE, potentially as early as mid-2026, which would benefit from Tiaki Wai's deeper understanding of its role and the challenges facing water service provision across the Wellington Metropolitan service area.

Will Peet highlighted that Tiaki Wai understood the current SOE to be deliberately aspirational in several respects (as noted in section 8 of the report), as it seeks for Tiaki Wai to achieve outcomes and undertake activities that the Councils and Wellington Water Limited have not achieved to date. He was comfortable with this, provided there was appropriate acknowledgement that the SOE effectively sets stretch goals that may be difficult for Tiaki Wai to achieve, particularly in the short term.

Will Peet noted the reference to avoiding "price shocks" as far as reasonably possible (section 7 of the SOE), but asked that this be considered in context, as the joint WSDP had already signalled that there would be substantial increases in water charges for consumers over the next 10 years. He advised that these signalled increases would likely be perceived as a price shock for consumers, which would require careful wraparound communications and work across both Tiaki Wai and the Shareholding Councils to manage the overall impact on households across the service area from not only water bills but also from rates.

Will Peet advised that, in managing financial hardship, Tiaki Wai was considering a range of options and was keen to support councils with mechanisms that provide practical assistance to households rather than duplicate existing efforts, thereby supporting the direction set in the SOE on this matter. In addition to hardship processes, Tiaki Wai would ensure its customer service function supports people in managing their usage and provides economical ways to fix leaks on private property.

The Chief Executive, Porirua City Council, stated that only minor changes will be made to the draft Statement of Expectations (SoE) due to time constraints, with a more detailed version planned for future years.

Members discussed the involvement of local contractors. Will Peet indicated that the details were not yet finalised and would be addressed in future SoE and strategic documents, while confirming Tiaki Wai's interest in engaging local contractors. He noted that there were no key performance indicators for clause 4.1(b).

The Committee Chair, Dame Kerry Prendergast, acknowledged the efforts of Pat Dougharty, Chief Executive of Wellington Water Limited, and received confirmation that the Establishment Programme was effectively coordinating the transition plan.

She acknowledged Cr Connelly's recent appointment as Chair of the Wellington Water Committee. She expressed her gratitude to all the Chief Executives and staff for their ongoing collaboration with Wellington Water Limited and the Establishment Programme. Additionally, she recognised the significant role that Mana Whenua had played in the journey so far. She also thanked the Establishment Programme team for their efforts to date.

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

**Minute No. PCTW 25505**

*"That the Committee:*

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

## 9. **MEETING SCHEDULE 2026**

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

Members agreed that an additional meeting may be necessary to facilitate effective input into the draft Water Services Strategy before the March 2026 meeting.

**RESOLVED:** (Dame K Prendergast/Mayor Zee)

**Minute No. PCTW 25506**

*"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."*

## 10. **CLOSING FORMALITIES - KARAKIA WHAKAMUTUNGA**

Unuhia!

*Release us from the supreme sacredness of our tasks*

Unuhia!

*To be clear and free*

Unuhia i te uru-tapu-nui

*in heart, body and soul in our continuing journey*

Kia wātea, kia māmā

*Oh Rongo, raise these words up high so that we be cleansed and be free,*

Te ngākau, te tinana, te wairua i te ara takatū

*Yes indeed, we are free!*

Koia rā e Rongo whakairihia ake ki runga

*Good and peaceful*

Kia wātea, kia wātea!

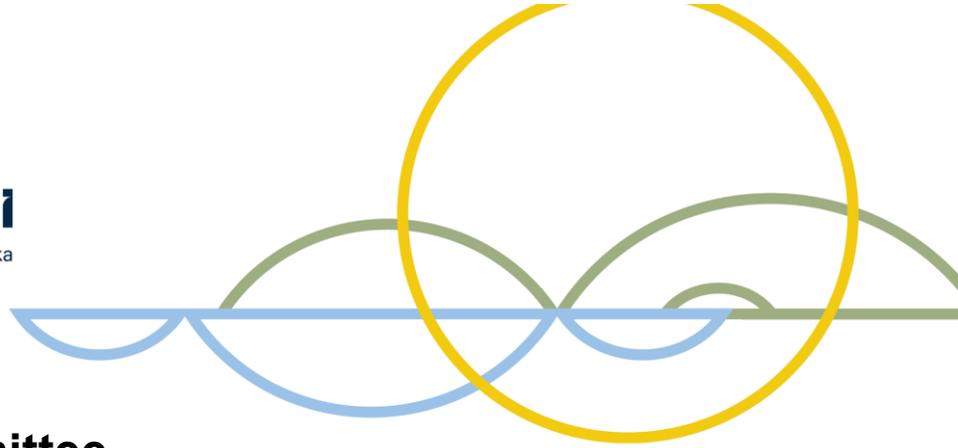
Ae rā, kua wātea!

Hau, pai mārire.

There being no further business, the Chair declared the meeting closed at 2.04pm.

Dame K Prendergast DNZM  
**CHAIR**

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



## Partners' Committee

05 March 2026

Report no: PCTW2026/1/45

# Tiaki Wai Board Chair Report - Establishment Update

### Purpose of Report

1. To provide the Partners Committee with an update on the establishment of Tiaki Wai.

### Recommendation

That the Committee receives and notes the content of this report.

### Executive Summary

2. This report provides the Partners Committee with a summary of progress achieved during January and February 2026 towards Day One (1 July 2026) of Tiaki Wai.
3. Overall, the establishment programme remains on track to Day One. This is based on the combined effort of Councils, Wellington Water (WWL), mana whenua partners, the Establishment Team and the Board.
4. The programme will need to continue to manage a range of complexities and challenges through to Day One, including potential impacts of the incident at the Moa Point Wastewater Treatment Plant.
5. We are now building on the work completed in 2025 and also looking beyond Day One to the ongoing challenges for Tiaki Wai.
6. We have a strong focus on working with Councils to confirm billing and customer contact arrangements. We are also working on strengthening governance arrangements, progressing transfer agreements, drafting and engaging on the Water Services Strategy (WSS), Customer Charter, Significance and Engagement Policy and financial planning.

7. The arrival of the new Chief Executive, Michael Brewster, who joined the organisation on 2 March 2026, is a significant milestone and coincides with the start of formal recruitment of the executive leadership team. Michael will be attending the Partners Committee meeting.
8. The Tiaki Wai Board met on 19 February, and key updates from that meeting are included in this report, including the programme dashboard and a critical path of activities to Day One (see Attachment 1 attached to the report).

### **Moa Point Wastewater Treatment Plant**

9. Tiaki Wai is keeping in close contact with Wellington City Council and WWL regarding the Moa Point Wastewater Treatment Plant failure and response.
10. The findings of the Crown Review Team that is being established to conduct an independent investigation will be critical to understanding the implications for Tiaki Wai and any impact on the establishment programme. We will support this process fully.
11. Our current approach is to carefully manage inputs and information required by the WWL team while they work through the response and recovery. We anticipate that the event will have some impact across the establishment programme, including the Water Services Strategy, due diligence and engagement with WWL staff.

### **Water Services Strategy (WSS)**

12. Significant progress has been made on the WSS, including financial planning, capital programme and opex requirements, development of the core narrative, the underpinning policies and our approach to public engagement.
13. We have also advanced development of the underpinning financial and insurance arrangements, including ongoing engagement with the LGFA and preparation for engagement with the insurance market.
14. An overview of the draft WSS will be presented at the 13 March 2026 Partners Committee meeting ahead of consultation starting on 25 March 2026. This will support the Statement of Expectations requirement that Tiaki Wai provides the Committee with an early opportunity to review and provide feedback on the draft.
15. Our approach to upcoming engagement on the WSS, Customer Charter and Significance and Engagement Policy is outlined in the separate report, public engagement on the WSS, Significance and Engagement Policy and Customer Charter. The draft Customer Charter is attached to that report.

16. Consolidated written feedback from the Partners Committee on the WSS, Customer Charter and Significance and Engagement Policy will need to be provided by Friday, 24 April 2026, in order to complete the WSS within statutory timelines. A workshop to support your development of consolidated feedback to Tiaki Wai will be scheduled in April 2026.

### **Tiaki Wai Establishment Programme**

17. With less than 75 working days until 1 July, we remain focused on the delivery of key establishment activities critical to ensure Day One readiness.
18. Overall, the programme remains on track to deliver key capabilities required for Day One. This is based on the combined efforts of Councils, WWL, mana whenua partners, the Establishment Team and the Tiaki Wai Board.
19. However, the tight timeline, broad scope, number of organisations involved, broader contextual challenges and complexity mean that it is, and will remain, challenging to meet all Day One goals as well as being on a pathway to Day Two (full operational capability).
20. Notable areas of progress since the last Partners Committee meeting include:
  - a. Transfer Agreements – substantial completion of the Legal Transfer Questionnaires (LTQ) to confirm assets to be transferred and inform Transfer Agreements, development of templates and mapping of documentation and decision-making processes. Additional detail on our work with Councils on transfer documents is included in the separate report, Tiaki Wai – Overview of Transfer Process.
  - b. Due diligence – is ongoing to support the transfer process, including operations, people, workforce and finance, to Tiaki Wai.
  - c. Customer billing – detailed planning and documentation of requirements has been progressed and is now moving into the delivery phase, with an Independent Quality Review (IQA) underway. Ensuring workable customer arrangements for Day One with Councils is a key priority area.
  - d. Stormwater taskforce – the taskforce is operational with three meetings held and work underway on a recommended approach.
  - e. Shareholder and partner engagement – at a range of levels, including planning for engagement with Elected Members and mana whenua in the lead up to and as part of the consultation on the WSS.
  - f. New Tiaki Wai identity – soft-launched on 2 March. Its development was informed by engagement with Councils, WWL, mana whenua partners and Establishment Team staff involved in the programme. The identity was tested with customers, and planning is underway for its rollout.

- g. Communications and engagement – Since January 2026, Tiaki Wai-specific messaging to customers has been increasing, through council channels, to signal that change is coming. Additional details on our current and upcoming communications and engagement approach are included in a separate report, the Tiaki Wai Customer and Stakeholder Engagement Programme. Specific examples include:
- i. Radio New Zealand published an ‘explainer’ article about Tiaki Wai, with comments from the Tiaki Wai Board Chair and Council representatives.
  - ii. Visits to the Tiaki Wai website have increased month-on-month from 824 to 3,004 (as at 5 February 2026).
  - iii. Increasing customer enquiries via the Tiaki Wai website (currently averaging approx. five/day).

### **Budget update**

21. Programme spend was \$4.9 million to the end of January in relation to an approved budget of \$15 million (verbal update to end of February to be provided at the meeting). 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 a potential request for an increase to the budget are being developed for consideration by the Executive Steering Group in line with the funding agreement.

### **Health, safety and wellbeing**

22. There are no establishment programme health and safety issues to note.

### **Risks and issues**

23. WWL remains under considerable organisational pressure and change. This has increased following the Moa Point failure. We are targeting and prioritising our work with WWL to where their input is required, such as the WSS, LTQ and due diligence.
24. Councils are facing further uncertainty with reforms signalled in relation to rates capping, regional reorganisation and Resource Management Act review. All of these are placing a 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.
25. Other key challenges include:
- a. Confirming and standing up customer service arrangements for Day One, including with Councils and WWL.
  - b. Setting up functional billing arrangements – working closely with Councils, including IT vendors, and confirming service level arrangements.

- c. Public awareness and understanding of the change, including for billing and differences in prices.
- d. Alignment with future IT system requirements through the WWL Technology Systems Investment (TSI) programme.

### Appendices

No.	Title	Page
1 <a href="#">↓</a>	Tiaki Wai Est Prog Progress Dashboard	20

**Author:** Will Peet, Board Chair, Tiaki Wai

# TIAKI WAI

Care in every drop | He wai whakauka

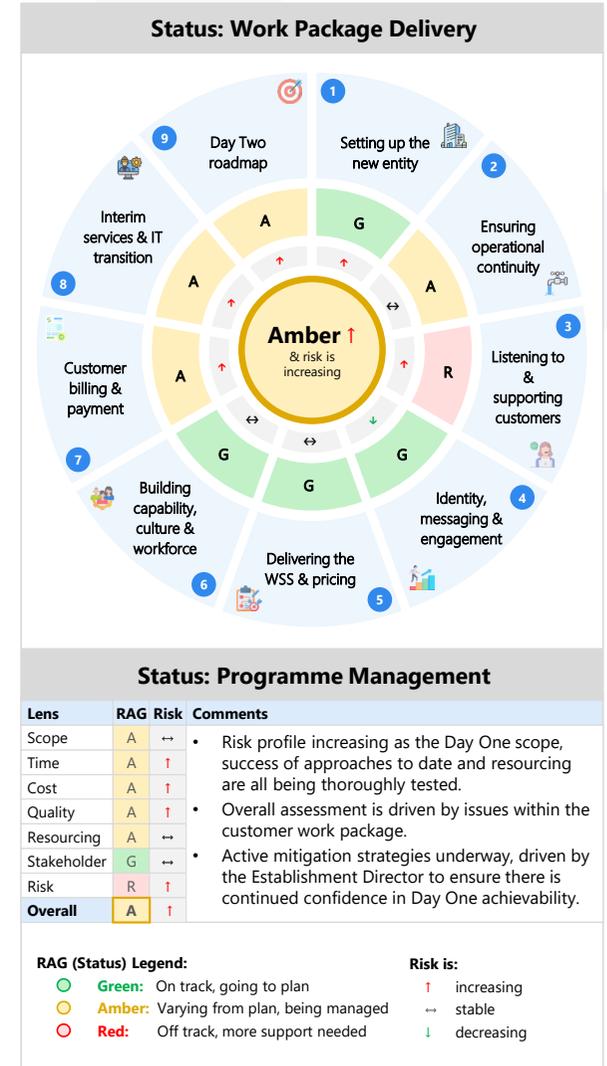
## Establishment Programme: Monthly Progress Report

As at 28 February 2026



# Executive Summary

- February saw good progress in the most time-critical activities – being Transfer Agreements, funding and financing, and the Water Services Strategy (WSS). We are on track for Partners Committee representatives to approve the draft Transfer Agreement template documents by the end of March.
- The team has supported Councils in providing advance briefings to elected members on the establishment of Tiaki Wai and the WSS, led by the Chair of the Tiaki Wai Board.
- The team continues to be cognisant of the impacts on Wellington Water from the Moa Point incident, which is a priority for a number of key Wellington Water staff who are also involved in the operational work package.
- Agreeing the interim customer service model has proved challenging, with the Establishment Director now working with the Executive Steering Group (ESG) to urgently confirm this model and associated arrangements with the Councils, followed by a realignment of the team resourcing, approach and priorities.
- Billing continues to be a high-risk activity that is being actively managed by the Billing Sponsor Group (BSG), with an Independent Quality Assurance (IQA) review underway. There is some risk to IT delivery from outstanding technical questions, but generally the project is on track and moving into service model definition with Councils. A ramp up in communications with customers about future water charges, billing and payment arrangements will be visible including messaging to be included with Councils’ Q4 rates notices.
- March includes a notable milestone, for Partners Committee then public engagement on the draft WSS, Customer Charter and Significance & Engagement Policy. This is a major focus for the Strategy and Policy and Communications team members and we anticipate an increase in public interest in who Tiaki Wai is, what it will do and what this means for our communities. Public engagement runs through to 22 April.
- Another milestone is the incoming Tiaki Wai Chief Executive, Michael Brewster joining the organisation on 2 March. The Establishment Director will report to the Chief Executive and both will maintain a close working relationship with the Tiaki Wai Board, Council Chief Executives and the Wellington Water Chief Executive.



# Highlights & Challenges

## Highlights from the Last Period

- Circulated template Transfer Agreements with response to council feedback; drafted and confirmed consultation approach for the WSS, Customer Charter and Significance and Engagement Policy.
- Advance Elected Member Briefings coordinated with Councils.
- The Tiaki Wai identity package approved, followed by a soft-launch from 2 March. An identity rollout working group has been established with WWL, with project scope and priorities to be endorsed.
- Organisational design worked through with the CE, and WWL functional review commenced (consultation).
- Council IT vendors delivering the billing project are generally on track, alongside finalised supplementary technical specifications. IQA documentary review and interviews complete, with report due in March. Procurement advanced for a digital self-service payment vendor.
- The WWL Board has approved TSI entry into Phase Zero with agreement from the Tiaki Wai Board.

## Focus for the Next Period

- The second meeting of the Partners Committee is scheduled for 13 March. We are also on track for Partner Committee representatives to approving the draft Transfer Agreement template documents by 31 March.
- Following Board agreement, on 25 March we will commence with public engagement on the draft WSS, Customer Charter and Significance & Engagement Policy.
- Agreement will be sought from the ESG on the interim customer service model, and moving this work into an accelerated design and implementation approach.
- The billing service model will be confirmed to allow Council and Tiaki Wai recruitment to proceed with confidence from April.
- Supporting and integration of Michael Brewster into Tiaki Wai establishment governance from 2 March.

## Financials

- In November, the CE Group agreed the 'approved budget' of \$15m noting the forecast expenditure of \$18.1m, with a further update and potential request for an increase to be provided by March.
- Actual spend end January FY25/26 is \$4.9m (= 30% budget).

## Challenges

1. Confirmation of **customer experience** for the range of customer types is ongoing and needs to be further investigated and confirmed in early 2026 to ensure that this can be delivered working with WWL and Councils.  
*Resolution is being actively managed by the Establishment Director working with the ESG, to arrive at a realigned plan to ensure a workable and pragmatic Day One interim customer support model will be in place.*
2. Mapping out the **end-to-end Transfer Agreement** drafting, population, review and approval process to ensure council and Board approvals are planned for, timings realistic and briefings booked in advance.  
*This has now been mapped out with Councils and is progressing to plan, but is a critical path activity requiring active management by all parties, and proactive support by Simpson Grierson.*
3. There will be implications on WWL, and potentially on the WSS and Tiaki Wai as a result of the **Moa Point 4 February incident**.  
*The Establishment Team is aware that this will impact WWL and are working through potential implications, which generally relate to the availability and capacity of key WWL staff members also involved in the operational continuity and due diligence activities.*
4. Ensuring there is alignment between Tiaki Wai and WWL Boards on **how significant WWL programmes are advanced, including the Technology Systems Improvement (TSI) and metering**.  
*Agreement reached in February for TSI to proceed into its next phase. Further discussions underway on metering.*
5. The **interim billing arrangement** is a complex solution with multiple external dependencies and little/no contingency time for slippage.  
*IQA review will be completed in March. Contingency planning underway and with a current focus on ensuring decisions are timely, project escalation and communication channels are clear, and there is an agreed approach to payment channels including how direct debits and credit/debit card online payments are facilitated.*
6. **Timeline, scope and complexity**. The programme is and will remain challenging to meet Day One as well as pathway to Day Two. Constraints include capacity for the programme as well for WWL / councils.  
*Being actively managed with through detailed planning.*
7. **WSS** Finalising the WSS financials requires aligning a materially higher operating budget with an agreed FFO-to-debt glide path acceptable to LGFA, under time pressure to support consultation commencing 25 March.  
*Being actively managed through engagement with the Board on the WSS.*

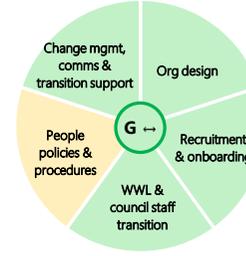
# By Work Package

(Entity | Operations | Customers)

1 Setting up the new entity 	2 Ensuring operational continuity 	3 Listening to & supporting customers 
 <p><b>This work package is on track.</b>  <b>Increased risk around accurately populating the transfer agreement schedules (councils) and due diligence of this information (WWL), and how our team can support these processes.</b>  <b>LGFA engagement is continuing.</b>  <b>Customer Charter and Significance &amp; Engagement policy are on track (with WSS).</b></p>	 <p><b>Working with the Tiaki Wai CE to ensure oversight and action on matters with escalation to the Board as required.</b>  <b>The Stormwater Taskforce is progressing well in accordance with its brief.</b></p>	 <p><b>This work package is currently off track.</b>  <b>The Establishment Director working with the Executive Steering Group (ESG) to urgently confirm the interim customer service model and associated arrangements with the metro councils.</b>  <b>The resourcing and approach is being realigned. The Board and CE are being kept apprised of the issues and proposed resolutions.</b></p>
<b>Highlights from the Last Period</b>		
<ul style="list-style-type: none"> <li>• Circulated template Transfer Agreements with response to Council feedback.</li> <li>• Drafted and confirmed consultation approach for Customer Charter/ Significance and Engagement Policy (with WSS).</li> <li>• Transactional banking provider confirmed (ANZ).</li> <li>• Debt management policy socialised with and draft Net Asset Calculation Manual (NACM) endorsed by the Board.</li> </ul>	<ul style="list-style-type: none"> <li>• Operational due diligence report drafted, following completed interviews.</li> <li>• Stormwater Taskforce fourth meeting held and on track.</li> <li>• Working with Councils and WWL on the detail associated with handover of non-WWL projects.</li> <li>• Alternative resources onboarded to deliver detailed operating model and change impacts – behind schedule but mitigations in play.</li> </ul>	<ul style="list-style-type: none"> <li>• A targeted Customer Sponsor Group (CSG) has been established. Two meetings held, with the primary discussion being around an interim customer services model decision for Day One.</li> <li>• The service designers have completed the customer journey maps for core residential customer experiences.</li> <li>• Commercial customer discovery and current state mapping is progressing.</li> </ul>
<b>Focus for Next Period</b>		
<ul style="list-style-type: none"> <li>• Finalise template Transfer Agreement documents and advance due diligence.</li> <li>• Resolve SWDC share buy-back.</li> <li>• Continue LGFA discussions on covenant glide-path.</li> <li>• Charter and policy (above) consultation commences with WSS – Partners Committee 13 March; public consultation 25 March.</li> <li>• Incorporate Board feedback on debt management policy.</li> </ul>	<ul style="list-style-type: none"> <li>• Risk and assurance summary report being drafted.</li> <li>• Emergency Management workshop and follow up.</li> <li>• Service Level Agreements and Statements of Work being drafted alongside Councils and WWL.</li> <li>• Growth Planning Integration work to commence.</li> </ul>	<ul style="list-style-type: none"> <li>• A paper is being presented to ESG on 11 March to confirm an agreed interim customer service model that will then be detailed with WWL and Councils, producing a pragmatic implementation delivery plan.</li> <li>• Weekly meetings of CSG have been scheduled until Easter to oversee and support this work, and are further supported by SMEs within each Council.</li> <li>• Commercial customer service design will resume.</li> </ul>
<b>Key Interdependencies and Challenges</b>		
<ul style="list-style-type: none"> <li>• High reliance on quality of advice/information from councils and WWL, and availability of support/facilitation of this from the Establishment Team.</li> <li>• Timing constraints will be challenging.</li> <li>• Achieving alignment across council and Tiaki Wai decision making will need careful management.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensuring due diligence observations are carefully considered for factual accuracy and prioritisation of any resulting recommendations.</li> <li>• The Transfer Agreement schedule and SLA for stormwater is likely to be complicated and challenging to pull together.</li> <li>• The availability of key WWL resources has been impacted by Moa Point.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensuring a clear pathway and scope that's achievable for Day One.</li> <li>• Progress has incurred delays due to challenges with aligning multiple stakeholder views and variable risk profiles across all involved parties.</li> <li>• Resourcing constraints and competing priorities are also hampering progress.</li> </ul>

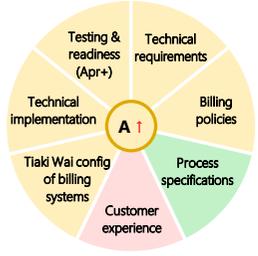
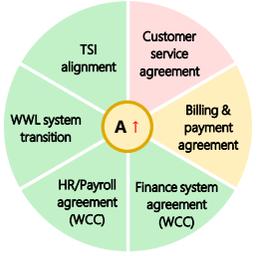
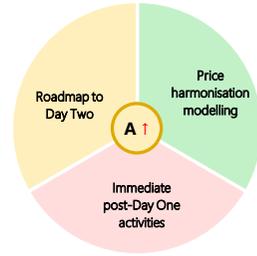
# By Work Package

(Identity | Water Services Strategy | Workforce)

4 Identity, messaging & engagement	5 Delivering the WSS & pricing	6 Building capability, culture & workforce
 <p><b>This work package is on track, with some risk around identity (branding) rollout timing.</b></p> <p><b>The Tiaki Wai identity has been approved and rollout options are being worked through with WWL.</b></p> <p><b>Customer comms begin to ramp up aligned with the WSS engagement from late March.</b></p>	 <p><b>This work package is on track, though timelines remain tight.</b></p> <p><b>Following Board approval in March, public engagement on the WSS (and Customer Charter, and Significance and Engagement Policy) will commence from 25 March.</b></p> <p><b>This is a significant milestone and will increase public visibility of who Tiaki Wai is and what it will do.</b></p>	 <p><b>This work package is on track.</b></p> <p><b>Staff consultation on a WWL functional review is underway.</b></p> <p><b>Recruitment and policy development has been resource-constrained but now addressed through new team member joining.</b></p> <p><b>Continued focus on supporting the onboarding of the Tiaki Wai CE.</b></p>
<b>Highlights from the Last Period</b>		
<ul style="list-style-type: none"> <li>The Tiaki Wai identity package was approved by the Board and presented to WWL and council staff late in February, followed by a soft-launch from 2 March.</li> <li>An identity rollout working group has been established with WWL, with project scope and priorities endorsed.</li> <li>Awareness and volumes of questions continue to increase as Councils and Tiaki Wai share information. ~89 enquiries received via info@ mailbox.</li> </ul>	<ul style="list-style-type: none"> <li>First draft of the WSS has been written, and drafting of associated consultation materials continues.</li> <li>Confirmed and consolidated engagement approach for the Customer Charter, Significance &amp; Engagement Policy, and WSS.</li> <li>Initial view of capital investment plan and operating budgets for 26/27FY completed, and confirmed stormwater services zones.</li> <li>Advance Elected Member Briefings coordinated with Councils.</li> </ul>	<ul style="list-style-type: none"> <li>Organisational design worked through with the CE and WWL functional review commenced (consultation).</li> <li>CE onboarding activities and planning continued.</li> <li>Transition guidelines completed.</li> <li>Stocktake, and gap analysis completed on policies/ procedures continued.</li> <li>New team member onboarded.</li> </ul>
<b>Focus for Next Period</b>		
<ul style="list-style-type: none"> <li>Identity roll-out planning activities are underway.</li> <li>Identity budget to be approved by Director.</li> <li>Engagement on the WSS, Customer Charter and policies starts 25 March through an online hub, and with a series of online engagement meetings.</li> </ul>	<ul style="list-style-type: none"> <li>Finalise draft WSS and consultation materials, for Board consideration.</li> <li>Complete the long-term capital investment profile.</li> <li>Consultation commences – Partners Committee 13 March; public consultation 25 March to 22 April.</li> <li>Advance planning for the second (i.e. Y2+) WSS with WWL (who will take the lead from 1 July 2026).</li> </ul>	<ul style="list-style-type: none"> <li>Functional review with WWL to be completed, and a high level culture initiatives report to be provided to the Tiaki Wai CE.</li> <li>Ongoing planning for recruitment to be actioned prior to Day One, including Tier 2 and other critical positions.</li> <li>Communications plan and socialisation prior to sharing transition guidelines with WWL staff by the end of March.</li> <li>People transfer process to begin from Councils to Tiaki Wai.</li> </ul>
<b>Key Interdependencies and Challenges</b>		
<ul style="list-style-type: none"> <li>We are working to ensure there is alignment across Councils, WWL and Tiaki Wai regarding communications roll out.</li> <li>WWL team facing competing priorities and resourcing constraints, which may increase risk of delay.</li> <li>Cost estimates for roll out are challenging as a result of the broad range of</li> </ul>	<ul style="list-style-type: none"> <li>Investment planning projections beyond FY26/27 will be forecast as ranges due to confidence levels in the quality of underlying data.</li> <li>Finalising the WSS financials requires aligning a materially higher operating budget with an agreed FFO-to-debt glide path acceptable to LGFA, under time pressure to support consultation commencing 25 March</li> </ul>	<ul style="list-style-type: none"> <li>Activity is expected to ramp up following the CE starting on 2 March.</li> <li>There is a high volume of upcoming WWL 'BAU' recruitment (i.e. unrelated to the transition to Tiaki Wai), with approx. 70 roles out to market, some of which are critical. This and Tiaki Wai recruitment need to be aligned.</li> </ul>

# By Work Package

(Billing | IT Transition | Day Two)

7 Customer billing & payment	8 Interim services & IT transition	9 Day Two roadmap
 <p><b>This work package is generally on track but remains a high-risk activity. It is being impacted by customer service design progress and resourcing.</b></p> <p><b>There is also some risk from outstanding technical questions that could impact IT delivery.</b></p> <p><b>System configuration underway and IQA review well advanced.</b></p>	 <p><b>This work package is on track aside from flow-on impacts of noted risks/issues with interim billing and customer service model.</b></p> <p><b>WWL system transition is on track.</b></p> <p><b>The WWL Board has approved, with Tiaki Wai Board agreement, to advance the next phase of the TSI programme.</b></p>	 <p><b>This work package has been deferred due to delays in the preceding operational impact work.</b></p> <p><b>An alternative approach and resourcing is being confirmed with the new CE.</b></p> <p><b>Council bylaws, original in this work package, has been brought into a pre-Day One work package (op continuity).</b></p>
Highlights from the Last Period		
<ul style="list-style-type: none"> <li>Council detailed planning has been received behind schedule, delaying the integrated schedule and detailed implementation plan by one month.</li> <li>Council IT vendors are on track with system development and configuration, alongside finalised supplementary technical specifications.</li> <li>IQA documentary review and interviews complete, with report due in March.</li> <li>Banking provider (ANZ) and NZ Post payment channel confirmed, and procurement advanced for a digital self-service payment vendor.</li> </ul>	<ul style="list-style-type: none"> <li>The WWL Board has approved TSI entry into Phase Zero with agreement from the Tiaki Wai Board.</li> <li>Technical (IT) transition plan for Day One finalised and approved by WWL and the Establishment Director.</li> <li>Template for interim services agreement drafted and being managed across other contributing work packages (customer, billing, finance, workforce).</li> </ul>	<ul style="list-style-type: none"> <li>Though supporting PM and BA resources were onboarded, the operational impact work that underpins the immediate post-Day One activities and Day Two Roadmap has not progressed to plan.</li> <li>An alternative approach and resourcing model has been engaged that intends to mitigate this, with delivery by the end of April (excluding pricing harmonisation).</li> </ul>
Focus for Next Period		
<ul style="list-style-type: none"> <li>Further priority discussions regarding workable payment channels and alignment of direct debit approaches with the Billing Sponsors Group (BSG).</li> <li>Development of business process/operating model specifications to form the basis of the interim service agreements with all Councils.</li> <li>IQA report, recommendations and management response to be finalised.</li> <li>Scope of end-to-end testing and UAT to be developed and agreed.</li> </ul>	<ul style="list-style-type: none"> <li>Continued support for TSI Board discussions including prioritisation of capabilities, to be discussed mid-March.</li> <li>Confirm payroll data migration approach for staff transitioning from Councils to Tiaki Wai.</li> <li>Commence final planning and implementation of Day One contact centre supporting tech (e.g. IVR).</li> </ul>	<ul style="list-style-type: none"> <li>Engage alternative resources with an accelerated approach working first with the establishment team, then WWL and councils through March.</li> <li>Establishment Director is working with Tiaki Wai CE to confirm scope and approach to ongoing post Day One activities.</li> </ul>
Key Interdependencies and Challenges		
<ul style="list-style-type: none"> <li>Final decisions to be made on roles and responsibilities regarding other revenue streams.</li> <li>Little contingency time for business processes/service model to be finalised, enable councils to finalise commence resourcing plans from April.</li> <li>Delav in integrated planning increases risk of misalignment between parties.</li> </ul>	<ul style="list-style-type: none"> <li>Dependency on WCC to develop SLAs for HR/Payroll and Finance, being actively managed.</li> <li>Costs with interim service agreements with WCC (finance and payroll) will include additional costs over current WWL arrangements, on a cost recovery basis.</li> </ul>	<ul style="list-style-type: none"> <li>Resourcing and approach challenges in the preceding work has impacted progress, but is recoverable and not critical to Day One being achieved.</li> </ul>

	2025				2026			
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul+
<b>Setting up the new entity</b>	<ul style="list-style-type: none"> <li>Shareholders agree Partners' Agreement, Constitution, SOE ✓</li> <li>Partners' Committee established ✓</li> <li>LTQ substantively (80%) completed ✓</li> <li>Template agreements drafted ✓</li> <li>SLA template drafted ✓</li> <li>First draft of Net Asset Calc Manual (NACM) ✓</li> </ul>	<ul style="list-style-type: none"> <li>Legal transfer due diligence / assurance commences – Started in Feb ✓</li> <li>Advice to inform final transfer principles ✓</li> <li>Executive Steering Group ToR agreed ✓</li> </ul>	<ul style="list-style-type: none"> <li>Board consider NACM, Treasury &amp; other draft financial policies ✓</li> <li>Customer charter and SEP drafted ✓</li> <li>Share transfer agreement drafted WIP</li> <li>Transfer principles resolved (WIP)</li> <li>Councils populate schedules &amp; SLAs WIP</li> </ul>	<ul style="list-style-type: none"> <li>Partners Committee 13/3 agree transfer principles; Board agree LGFA terms sheet</li> <li>Asset/LTQ reconciliation complete – at risk</li> <li>All agreements in full draft and issued for review, dispute process in place</li> <li>Insurance market approach</li> <li>Transactional banking established</li> <li>Draft SEP provided to PC for feedback</li> </ul>	<ul style="list-style-type: none"> <li>Agreement feedback, any issues/disputes resolved</li> <li>Board adopt SEP; endorse final draft transfer agreements and SLAs pending final schedule updates</li> <li>Transfer function setup begins</li> </ul>	<ul style="list-style-type: none"> <li>Councils approval of transfer agreements pending final schedule updates</li> <li>Board (or delegate) approve final financial policies, insurance placement</li> </ul>	<ul style="list-style-type: none"> <li>Board approve Customer Charter (then published), finalised financial policies, agree financial reporting</li> <li>Transfer agreements executed, SLAs &amp; other agreements take effect</li> <li>Cashflow model finalised</li> </ul>	<ul style="list-style-type: none"> <li>Post-execution wash ups and transfer financial reconciliation and audit (durc TBC)</li> </ul>
<b>Ensuring operational continuity</b>	<ul style="list-style-type: none"> <li>Deliver initial op due diligence report themes and present initial findings to the Board for noting ✓</li> <li>Compliance and risk interviews with WWL and councils conclude ✓</li> <li>Stormwater Taskforce (SWTF) inaugural meeting ✓</li> </ul>	<ul style="list-style-type: none"> <li>Begin council upfront due diligence interviews ✓</li> <li>Discovery for step 2 (deep-dives) &amp; growth planning ✓</li> <li>Begin compliance and risk deep dives – Started in Feb (new resource) ✓</li> </ul>	<ul style="list-style-type: none"> <li>Complete all upfront interviews ✓</li> <li>Board agree next steps (deep dives) &amp; risk-treatment plans (TBC)</li> <li>Analysis of business continuity &amp; emergency response plans ✓</li> <li>Stormwater LoS &amp; environmental quality principles investigated WIP</li> </ul>	<ul style="list-style-type: none"> <li>Replan of work package oversight and next steps working with the Tiaki Wai CE</li> <li>Risk &amp; Compliance summary consolidated</li> <li>Ops Model impacts drafted for review (deferred)</li> </ul>	<ul style="list-style-type: none"> <li>Deep-dives completed</li> <li>Board update on risk and current compliance status</li> <li>Consolidate business continuity, disaster preparedness &amp; incident response plans into a single document for CE approval</li> </ul>	<ul style="list-style-type: none"> <li>Provide final operational position report to Board for noting including due diligence monitoring plan and Day Two recommendations plan.</li> <li>CE approves resilience and continuity plans</li> </ul>	<ul style="list-style-type: none"> <li>Publish consolidated business continuity plan</li> <li>Final operational and due diligence documentation finalised for Day One handover.</li> </ul>	
<b>Listening to &amp; supporting customers</b>	<ul style="list-style-type: none"> <li>Priority current state analysis (faults) WIP</li> <li>Customer support strategic options ✓</li> <li>Board approves customer experience strategic option(s) ✓</li> </ul>	<ul style="list-style-type: none"> <li>Continue current state analysis (emergency mgmt. response, complaints; and begin commercial incl. trade waste, high needs, metered) - WIP</li> </ul>	<ul style="list-style-type: none"> <li>Residential customer current state mapping validated with councils and WWL - WIP</li> <li>Day One customer service model blueprinting commences ✓</li> <li>Board report back on progress &amp; priorities ✓</li> </ul>	<ul style="list-style-type: none"> <li>Commercial customer current state mapping validated with councils and WWL</li> <li>Day One Residential customer blueprint drafting complete (high priority) ✓</li> <li>Board note customer service model design &amp; implementation – (Pass 1) (at risk &amp; subject to ESG agreement on model)</li> </ul>	<ul style="list-style-type: none"> <li>Develop customer profiles (from Mar)</li> <li>Day One 'commercial' customer blueprint drafting complete</li> <li>Customer experience implementation planning</li> <li>Board note customer service model design &amp; implementation – (Pass 2)</li> </ul>	<ul style="list-style-type: none"> <li>Day One customer implementation – training, testing, readiness</li> <li>Develop KPI/metrics reporting</li> <li>Voice of Customer (VoC) and customer reference group scoping &amp; planning (may be deferred – low priority for Day One)</li> </ul>	<ul style="list-style-type: none"> <li>Day One customer implementation final readiness assessment</li> <li>Stand up customer reference group (may be deferred – low priority for Day One)</li> </ul>	<ul style="list-style-type: none"> <li>VoC and reference group transition 1</li> <li>Post-Day one customer support handover / transition to full BAU (details TBC)</li> </ul>
<b>Identity, messaging &amp; engagement</b>	<ul style="list-style-type: none"> <li>Comms plan for stage 2 ('introduce') ✓</li> <li>Board notes comms approach ✓</li> <li>Identity design brief, agency procurement, development &amp; planning commences ✓</li> <li>Stakeholder mapping ✓</li> </ul>	<ul style="list-style-type: none"> <li>Identity development - creative concepts ✓</li> <li>Detailed comms for stage 1 and Elected Officials ✓</li> <li>Assessment of WWL current website ✓</li> </ul>	<ul style="list-style-type: none"> <li>Action stage 2 ('introduce') comms ✓</li> <li>Board meet and greet with Elected Officials ✓</li> <li>Board approve identity and delegates to CE to execute implementation ✓</li> </ul>	<ul style="list-style-type: none"> <li>Complete briefings to Elected Officials ahead of WSS and transfer agreements</li> <li>Website material drafting</li> <li>Identity rollout planning and implementation working with WWL working group</li> </ul>	<ul style="list-style-type: none"> <li>Detailed communications strategy for stage 4 ('what I need to know')</li> <li>Internal identity awareness and roll out commences</li> </ul>	<ul style="list-style-type: none"> <li>Action stage 4 ('what I need to know') comms</li> <li>Identity rollout continues (details TBC)</li> <li>Website build/update commences (WWL led)</li> </ul>	<ul style="list-style-type: none"> <li>External identity roll out commences (TBC)</li> </ul>	<ul style="list-style-type: none"> <li>Reactive comms support alongside c followed by transition to comms to BAU</li> <li>External identity roll out continues (TBC)</li> </ul>
<b>Delivering the WSS &amp; pricing</b>	<ul style="list-style-type: none"> <li>Confirm LTP alignment, LoS targets, regulatory and other reqs, network risks/migrations, indicative investment prog. ✓</li> <li>Board agree applicable financial principles, approach, risk, deliverability ✓</li> <li>Board approve WSS consultation approach ✓</li> </ul>	<ul style="list-style-type: none"> <li>WSS drafting continues ✓</li> <li>Engagement plan drafting ✓</li> <li>Y1 budget strategic financial model developed (starts Dec) ✓</li> <li>Pre-engagement reviews by councils, WWL and legal ✓</li> </ul>	<ul style="list-style-type: none"> <li>LGFA covenant glidepath WIP</li> <li>Board approve approach to WSS public engagement (in March) ✓</li> </ul>	<ul style="list-style-type: none"> <li>Board approve draft WSS, budget and 10Y model</li> <li>Community and shareholder consult/engagement - WSS + SEP (whole month)</li> <li>Partners Committee update on draft WSS</li> <li>Parallel finalisation of investment programme and prioritisation</li> </ul>	<ul style="list-style-type: none"> <li>Board report back on outcomes from consult/engagement</li> <li>WSS updates: made following consultation</li> <li>Refine financial model &amp; policies</li> <li>Finalise investment programme and prioritisation</li> <li>Joint WWL / Tiaki Wai market briefing</li> </ul>	<ul style="list-style-type: none"> <li>Partners committee update on WSS</li> <li>WSS final updates inc. legal review</li> <li>Refine financial model including valuation updates</li> <li>Board final review of final draft WSS and FY26/27 Budget</li> </ul>	<ul style="list-style-type: none"> <li>Final re-budget</li> <li>Board adopt WSS and pricing schedules</li> <li>WSS shared with Partners Committee</li> <li>WSS published (on website)</li> </ul>	<ul style="list-style-type: none"> <li>Transition of strategy &amp; policy to BAU</li> <li>Advice of preparation of 2027-37 WSS including areas of improvement needed level of service framework and prioritisation framework</li> </ul>
<b>Building capability, culture &amp; workforce</b>	<ul style="list-style-type: none"> <li>Upfront due diligence and discovery on people policies, job descriptions and industrial relations ✓</li> <li>Organisational design due diligence and drafting report ✓</li> <li>Staff transfer guidelines drafted ✓</li> <li>People comms plan finalised ✓</li> </ul>	<ul style="list-style-type: none"> <li>Confirm staff transfer roles, further develop staff transfer strategy ✓</li> <li>Begin people policy analysis ✓</li> <li>Progress org design options, high-level culture initiatives, change impact &amp; readiness</li> <li>Confirm recruitment agency for T2 &amp; critical roles ✓</li> </ul>	<ul style="list-style-type: none"> <li>CE agree org design options and staff transition approach ✓</li> <li>CE approval of advance recruitment ✓</li> <li>CE approval of LGO transfer process ✓</li> </ul>	<ul style="list-style-type: none"> <li>Socialise staff transition plan</li> <li>Finalise org design report including change readiness</li> <li>Complete recruitment planning (roles, position descriptions)</li> <li>Develop induction and training approach</li> <li>Finalise culture initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Begin implementing org structure</li> <li>Begin capability uplift &amp; recruitment</li> <li>Develop training materials</li> <li>Draft policies and guidance</li> <li>Culture initiatives begin</li> <li>Notification to WWL staff of transition details</li> </ul>	<ul style="list-style-type: none"> <li>Socialise and finalise people policies</li> <li>Change readiness check in</li> <li>WCC payroll changes loaded</li> <li>Staff transition arrangements continue</li> <li>Capability uplift continues</li> <li>Recruitment continues</li> <li>Culture initiatives continued</li> </ul>	<ul style="list-style-type: none"> <li>Org structure implementation complete</li> <li>Staff transfer arrangements complete</li> <li>Deliver induction and training</li> <li>Recruitment continues</li> <li>Onboard recruited staff</li> </ul>	<ul style="list-style-type: none"> <li>Transition to people &amp; workforce BAU</li> </ul>
<b>Customer billing and payment</b>	<ul style="list-style-type: none"> <li>Finalise Project Brief and revised cross-council governance ✓</li> <li>Define the operating/service model ✓</li> <li>Produce integrated project plan WIP</li> <li>Decisions on payment channels WIP</li> <li>IT development has commenced ✓</li> </ul>	<ul style="list-style-type: none"> <li>Further develop the service model ✓</li> <li>Develop customer journey maps for billing &amp; payments ✓</li> <li>Confirm draft service scope ✓</li> <li>Board update on critical path and risks ✓</li> </ul>	<ul style="list-style-type: none"> <li>Finalise supplementary technical specifications for council's vendors ✓</li> <li>IQA review undertaken ✓</li> <li>Confirm plan for trade waste, dev contributions &amp; water connections WIP</li> <li>Contingency planning with Billing Sponsors Group WIP</li> </ul>	<ul style="list-style-type: none"> <li>Board status update and IQA findings</li> <li>Vendors complete system configurations</li> <li>Finalise testing &amp; assurance processes</li> <li>Finalise supplementary process (op model)</li> <li>Draft interim service agreements</li> </ul>	<ul style="list-style-type: none"> <li>Board update on critical path and risks</li> <li>Begin testing of interim solution</li> <li>Begin developing go-live checklists</li> <li>Finalise payment channel set up including NZ Post</li> <li>Billing related communications aligning to what I need to know</li> </ul>	<ul style="list-style-type: none"> <li>Continue unit testing and end-to-end billing simulation</li> <li>Complete compliance assurance</li> <li>Conduct risk and assurance assessments</li> <li>Follow up IQA process (TBC)</li> </ul>	<ul style="list-style-type: none"> <li>Board update on critical path and risks</li> <li>Activate payment channels</li> <li>Deliver staff training and final readiness activities</li> <li>Billing related communications aligning to 'what I need to do'</li> </ul>	<ul style="list-style-type: none"> <li>Contingency time for slippage/issue resolution (TBC)</li> <li>Solution fully transitioned to BAU at first billing cycle</li> <li>First billing cycle hyper-care (cycle time TBC)</li> </ul>
<b>Interim services &amp; IT transition</b>	<ul style="list-style-type: none"> <li>Technical transition plan outlined ✓</li> <li>Microsoft Tenant setup begins ✓</li> <li>IRD approach confirmed (impacts payroll) ✓</li> </ul>	<ul style="list-style-type: none"> <li>TSI-focused joint workshop with Tiaki Wai and WWL Boards ✓</li> <li>Public-facing WWL systems brand/impact stocktake ✓</li> </ul>	<ul style="list-style-type: none"> <li>Technical transition plan approved approved – WWL led ✓</li> <li>Public-facing system rebrand begins ✓</li> <li>TSI contract award and approval to enter Phase Zero ✓</li> </ul>	<ul style="list-style-type: none"> <li>Interim service agreements drafted (at risk for customer, potentially billing)</li> <li>Technical transition implementation commences – WWL led</li> <li>TSI Phase Zero underway – WWL led</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring WWL technical transition implementation</li> <li>SWDC technology exit commences</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring WWL technical transition implementation</li> <li>TSI Phase Zero complete</li> </ul>	<ul style="list-style-type: none"> <li>Board approve TSI programme business case</li> <li>TSI Phase One commences</li> <li>Public-facing system rebrand complete (dependent on identity)</li> <li>SWDC technology exit complete</li> </ul>	<ul style="list-style-type: none"> <li>(No BAU handover required as WWL performing all transition work)</li> </ul>
<b>Day Two roadmap</b>	<ul style="list-style-type: none"> <li>Scope approach / procurement for price modelling for harmonisation by 1 July 2027.</li> </ul>	<ul style="list-style-type: none"> <li>Confirm approach and complete scoping of Day Two roadmap alongside Day One Playbook (with Ops) and finalised Establishment Plan ✓</li> <li>Alignment of/with Day Two pricing strategy ✓</li> <li>Confirm procurement approach for price harmonisation modelling</li> </ul>	<ul style="list-style-type: none"> <li>Tighten definition of 'interim' and transitional pathway to TSI/other systems/outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Catch up on deferred February deliverables</li> </ul>	<ul style="list-style-type: none"> <li>Develop first draft of Day Two Roadmap and resourcing plan and consult with establishment team, councils (where applicable) and WWL</li> <li>Board noting and/or CE approval of draft Day Two roadmap (deferred from Mar)</li> </ul>	<ul style="list-style-type: none"> <li>Further advance of Day Two-related activities and alignment with final Day One deliverables TBC, else transitioned to BAU</li> </ul>	<ul style="list-style-type: none"> <li>Further advance of Day Two-related activities and alignment with final Day One deliverables TBC, else transitioned to BAU</li> </ul>	<p><b>Legend:</b></p> <ul style="list-style-type: none"> <li><span style="background-color: #e0f0e0; border: 1px solid #ccc; display: inline-block; width: 15px; height: 10px;"></span> Board or shareholder decision(s)</li> <li><span style="background-color: #fff; border: 1px solid #ccc; display: inline-block; width: 15px; height: 10px;"></span> Board update on key activity</li> <li><span style="color: orange;">●</span> Tracking behind schedule</li> <li><span style="color: red;">●</span> Off track – active mitigation</li> </ul>

**1** **Setting up the legal entity to operate**  **CP**

**Incorporation** ✓

**Establish Enduring Governance**

- Tiaki Wai Partners Committee ✓
- Tiaki Wai Board

**Strategic Documents & Policies**  
*(excl. WSS & Revenue/Pricing)*

- Constitution ✓
- Partners Agreement ✓
- Statement of Expectations (SoE) ✓
- Significance & Engagement Policy (SEP)
- Customer Charter
- Integrated Planning & Growth Policy

**Legal Transfer**

- Schedules definition (incl. LTQ)
- Schedules due diligence **DD**
- Transfer agreements
- WWL share transfer / amalgamation
- Ongoing SLAs (& other agreements)

**Finance & Funding**

- Treasury function
- Debt guarantee & transfer settlement
- LGFA borrowing arrangements
- Banking arrangements
- Cashflow & working capital **DD**
- Risk modelling & insurance
- Other revenue streams
- Ongoing financial planning, reporting & regulatory engagement

**2** **Ensuring operational & service continuity** 

**Operational Due Diligence** **DD**

- Upfront due diligence assessment
- Deep dives
- Respond and embed

**Stormwater Management**

- Foundation & establishment ✓
- Asset transfer & Day One operating model
- Strategic Improvement & Day Two design
- Day Two Recommendation Plan

**Compliance & Risk**

- Current compliance assessment **DD**
- New compliance requirements & readiness
- Operational risk

**Resilience & Continuity** **DD**

- Business continuity
- Disaster preparedness
- Incident response

**Day One Operating Impacts**

**Growth Planning Integration**

**High Risk Project Assurance** **DD**

**South Wairarapa DC Service Transition**  
*(Monitoring, WWL lead)*

**Council bylaws** (moved from Day Two)

**3** **Listening to & supporting our customers** 

**Customer Service Model** **CP** **TBC**

- Household & Community Customers
- Commercial Customers

**Customer Feedback**

- Voice of Customer (VoC)
- Customer Reference Group

**4** **Building our identity, messaging & engagement** 

**Communications**

- Customer Comms transition plan
- Customer Comms implementation
- Website transition/change
- Day One experience

**Identity**

- Identity development
- Identity rollout **TBC**
- Research

**Partnerships**

- Iwi partnerships **TBC**
- Council partnerships

**5** **Delivering the Water Services Strategy & Pricing**  **CP**

**Water Services Strategy**

- Discovery & inputs ✓
- Financial planning ✓
- Detailed design/development
- Testing, refinement & engagement
- Finalisation & endorsement

**Revenue/Pricing Strategy & Policies**

- Y1 pricing strategy
- Development contributions
- Hardship, debt collection & equity policies
- Accounting & tax policies
- Treasury policy

**6** **Building organisational capability, culture & workforce** 

**Organisation Design**

**People, Culture, Recruitment, Transition & Onboarding**

- Recruitment
- HR systems
- WWL & Council staff transition
- Culture foundations
- Industrial relations & compliance
- Induction & onboarding
- Future state handover

**People Policies & Procedures**

- Review existing ✓
- Confirm applicability
- Tailor and refine
- Approve & publish

**Change Management, Comms & Transition Support**

- Change management
- Communications
- Transition planning & support
- Capability gaps (training)

**7** **Delivering customer billing & payment** **CP** 

**Project initiation & governance** ✓

- Requirements, service definition & scope
- Customer, communications & change
- System build & configuration
- Interim service agreements
- System build & configuration
- Testing & QA
- Go-Live preparation & readiness
- Hypercare & stabilisation

**8** **Confirming interim services & transitioning IT capabilities** 

**Interim service agreements**

- Customer service
- Billing & payment
- Finance (WCC)
- HR/payroll (WCC)

**Transition WWL Systems**

- Technical transition
- Devices
- Public facing systems (excl. website)

**TSI Alignment**

**9** **Day Two Roadmap** **TBC** 

- Initial price modelling for harmonisation
- Immediate post-Day One activities
- Roadmap to Day Two

**Legend:**

- CP** Critical path activity: Issues or delays would likely impact or defer Day One
- DD** Due diligence activity
- TBC** Detailed planning still being developed; to follow an intermediate delivery
- ✓ Complete

## Partners' Committee

05 March 2026

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Report no: PCTW2026/1/46

# Tiaki Wai Public engagement on the Water Services Strategy, Significance and Engagement Policy and Customer Charter

## Purpose of Report

1. To brief the Partners Committee on the approach Tiaki Wai is taking to engaging with the Partners Committee and with the community on the draft Water Services Strategy, Customer Charter and Significance and Engagement Policy.

## Recommendation

That the Committee receives and notes the content of this report.

## Executive Summary

2. This report briefs the Partners Committee on the approach Tiaki Wai is taking to engage on the draft Water Services Strategy (WSS), Significance and Engagement Policy (SEP) and Customer Charter. There will be a public engagement process from 25 March to 22 April 2026.
3. Together, these documents inform the community about what Tiaki Wai intends to do, how water services will be paid for and what they can expect from their new water services provider. The information available will include a summary 'At a Glance' bringing together key information in a short form.
4. The proposed engagement approach follows good practice, with moderate promotion to communities through partner channels to encourage people to find out more and provide feedback.

5. The Statement of Expectations (SOE) requires that Tiaki Wai provide the Partners Committee with an early opportunity to review and provide feedback on the draft WSS, and a minimum of four weeks to provide feedback.
6. A workshop to support gathering the Partners Committee feedback on the draft WSS, will be scheduled in April.
7. The SOE also requires Tiaki Wai to provide opportunities for the Partners Committee to review and comment on the draft Customer Charter and consider those comments before adopting it.

## **Context**

### **Water Services Strategy (WSS)**

8. The WSS is a new requirement under the Government's 'Local Water Done Well' reforms. Tiaki Wai, like every water services provider, must prepare and publish a strategy every three years to provide clear, transparent information about priorities, the investment programme, service levels, and financial settings.
9. The SOE set by the Partners Committee requires Tiaki Wai to prepare an initial WSS that focuses on its first financial year from 1 July 2026. Tiaki Wai is preparing a strategy that sets out the investment plan, level of service measures and targets, and water charges for 2026/27. It also provides an indication of the investment required over the longer term and how much this is likely to cost our customers.
10. This will be followed by a more comprehensive WSS developed during 2026-2027 to align with the shareholding Councils' Long-Term Plan cycle.

### **Customer Charter**

11. The SOE requires Tiaki Wai to adopt a Customer Charter prior to 1 July 2026, given it will have full responsibility for revenue, charging, service provision and the relationship with water services customers.
12. The Customer Charter is intended to be a core public-facing document that clearly sets out the commitments of Tiaki Wai to customers in relation to the delivery of water services. The Charter establishes a clear statement of purpose, including water as a public good, public ownership, transparency and long-term stewardship. It also outlines what customers can expect in terms of engagement, communication, fairness, and accountability, as well as what Tiaki Wai expects in return from customers.
13. The draft Customer Charter reflects Partner and stakeholder expectations via the Customer Charter Principles prepared for Tiaki Wai by the Partners and the SOE. The draft Customer Charter is included in Attachment 1.

## **Significance and Engagement Policy**

14. The Local Government Water Services Act 2025 (LGWSA) requires Tiaki Wai to prepare a Significance and Engagement Policy. This sets out the general approach and criteria for determining significance, as well as its approach to community engagement. The LGWSA also requires Tiaki Wai to engage with its shareholders and mana whenua partners (the Partners Committee), and the community on its proposed SEP, and obtain its shareholders' approval of the proposed policy.
15. The draft SEP draws on the shareholding Councils' existing Significance and Engagement Policies.

## **Partners Committee engagement**

16. The SOE expects that Tiaki Wai will provide the Partners Committee with an early opportunity to comment on the draft Water Services Strategy no later than 1 April 2026, and with a minimum review period of four weeks.
17. The SOE also requires consideration of the benefit of undertaking public engagement in line with the draft SEP, noting that Tiaki Wai is not legally required to consult on the draft WSS (in full or in part).
18. The Terms of Reference for the Partners Committee give it responsibility for providing recommendations and comments to Tiaki Wai on the draft WSS.
19. The Partners Committee will be briefed in more detail at the 13 March 2026 meeting, and a workshop with the Partners Committee will be scheduled in April 2026, focused on confirming their consolidated feedback on the draft WSS, draft Customer Charter and draft SEP. Shareholding Councils will also receive briefings.
20. Tiaki Wai is seeking written feedback from the Partners Committee by Friday, 24 April 2026, in order to complete the WSS within statutory timelines.

## **Approach to broader engagement**

21. The WSS, Customer Charter and SEP together will provide useful and relevant information for communities – what Tiaki Wai plans to do, how water services will be paid for, what customers can expect and how they can expect to be engaged with.
22. Having considered its draft SEP, Tiaki Wai has determined that it is appropriate to undertake public engagement on drafts of the WSS and Customer Charter. It is required by legislation to consult on its draft SEP. Given the limited timeframe, the plan is to engage with all documents at the same time, in an integrated approach. This will happen from 25 March to 22 April 2026.

23. The public engagement will be primarily online, with an engagement site using the same platform as some Council 'Have Your Say' pages. There will be three or four online webinars for people to find out more and ask questions, including one focused on commercial and business customers.
24. There will also be a briefing for suppliers, and mana whenua partners are considering hosting a hui for iwi members as part of the engagement process.
25. Public engagement is focused on hearing from the community what is important to them, balancing transparency with pragmatic strategic direction setting, given constrained time and resources. Insights will inform both the initial WSS and the 2027-2037 WSS.

### Timeline

26. The full timeline for development, engagement and approval of the WSS, Customer Charter and SEP are outlined below:

Date	Item
<b>13 March</b>	Partners Committee meeting – Update on draft WSS, Customer Charter and SEP, and draft supporting materials (At a glance summary).
<b>18 March</b>	Tiaki Wai Board meeting – Approval of final draft WSS for engagement (incl. strategic direction, draft budgets, charges and financial policies).
<b>25 March</b>	Start of public engagement (WSS, Customer Charter and SEP) – <i>dependent on Board sign off on 18 March.</i>
<b>22 April</b>	Close of public consultation.
<b>TBC April</b>	Partners Committee workshop – Consolidated feedback.
<b>24 April</b>	Partners Committee consolidated written feedback on WSS, Customer Charter, and SEP provided to Tiaki Wai.
<b>13 May</b>	Tiaki Wai Board meeting – Consideration of changes following the Partners Committee.
<b>29 May</b>	Partners Committee meeting – Update on material changes following consultation, approval of the SEP sought.
<b>11 June</b>	Tiaki Wai Board meeting – Adoption of the final WSS, Customer Charter and SEP.
<b>26 June</b>	Partners Committee – Final WSS, Customer Charter and SEP shared.
<b>By 30 June</b>	WSS, Customer Charter and SEP published.

## Issues and risks

27. Shareholding councils are engaging with their communities on various topics over a similar period. Tiaki Wai is working with council staff to ensure it is clear to communities which council staff they should talk to about which topics. A process for forwarding relevant comments to the appropriate point is also being established.
28. The WSS, Customer Charter, and SEP package of information is substantial and complex. As documents are prepared, there is a strong focus on ensuring they are easy to navigate, so people can focus on the elements they are most interested in. There will also be a supporting 'At a Glance' summary.

## Next steps

29. Tiaki Wai Board meeting on 18 March to approve the final draft WSS for consultation.
30. Partners Committee workshop to confirm consolidated feedback on the WSS. The date is to be confirmed, but is expected to be later in April 2026.
31. Consolidated written feedback from the Partners Committee on the WSS, Customer Charter and Significance and Engagement Policy to be provided to Tiaki Wai by Friday, 24 April 2026.
32. Partners Committee approval of the proposed SEP will be sought at the 29 May 2026 Partners Committee meeting.
33. Following the Tiaki Wai Board endorsement, all three documents will be shared with the Partners Committee by the end of June 2026.

## Appendices

No.	Title	Page
1↓	DRAFT Tiaki Wai Customer Charter	33

**Author:** Adrienne Black, Strategy and Policy Lead, Tiaki Wai

**Author:** Dougal List, Establishment Director, Tiaki Wai



# Customer Charter

## Nau mai, haere mai | Welcome

Tiaki Wai is your publicly owned water services organisation. We recognise water as a public good and manage it for the benefit of all.

This Customer Charter sets out what you can expect from Tiaki Wai – the principles that guide how we work with you when providing drinking water, wastewater and stormwater services. This Charter describes our commitments and intended outcomes, rather than fixed guarantees, and reflects the evolving nature of a new water services organisation.

Tiaki Wai is a new organisation. As we mature over time, our systems, processes, and service standards will continue to develop and improve. This Charter is intended to be a clear and honest statement of our commitments, recognising that some services and supporting policies will evolve as we build capability, invest in our networks, and learn from our communities.

As our services continue to develop, more detailed operational policies and service information will be published separately and kept up to date. We are committed to continuous improvement and transparency about our progress.

**Our Charter is guided by the principles provided by our shareholder councils and mana whenua partners and reflects our purpose: to care for the people and places of our region by looking after the wai (water) and a water system we all rely on - today and for generations to come.**

## 1. Our customer commitments

These commitments describe how we work with our customers and what you can expect from Tiaki Wai every day.

### Safety and quality

- We are committed to supplying safe, good quality drinking water.
- We operate wastewater systems to protect public health and te taiao (the natural environment).
- We manage stormwater with a commitment to continuous improvement in environmental performance, supported by future investment and system improvements.

### Respect and integrity

- We respect all cultures, communities and perspectives.
- We protect your privacy and handle your information responsibly.
- We act fairly, honestly and transparently.

### Service and responsiveness

- We make it easy to contact us.
- We listen and respond promptly.
- We work to resolve faults as efficiently as possible and communicate clearly if circumstances change.

### Engagement and partnership

- We seek your feedback and use it to improve our services.
- We involve customers, iwi (tribes) and Māori organisations in shaping our services.
- We help communities value wai as taonga (treasure) and support wise water use.

### Environmental protection

- We uphold Te Tiriti o Waitangi and te mana o te wai.
- We make decisions that protect and enhance te mauri o te wai.
- We plan and invest responsibly to safeguard future generations.

## 2. Our service commitments

We aim to provide reliable, safe and high-quality water services. These commitments describe the outcomes we seek to achieve. Operational policies and procedures provide further detail and will evolve as our systems and capabilities mature.

### Planned works and outages

We will:

- Provide advance information about planned interruptions so customers can prepare.
- Explain why the work is needed and provide updates on progress.

### Unplanned outages and emergencies

We will:

- Respond to unplanned outages and faults based on risk, impact, and urgency.
- Provide updates about what has happened and what customers can expect next.
- Prioritise vulnerable or medically dependent customers.

### Wastewater overflows and stormwater events

We will:

- Manage wastewater overflows to reduce risks to people and the environment.
- Work to minimise environmental and public health impacts.
- Provide information on the event, risks, impacts, and next steps.

## 3. Your rights and responsibilities

You have the right to:

- Safe and reliable water services.
- Clear and accessible information.
- Fair treatment and respect.
- Protection of your personal information.
- Support if you face financial hardship.
- A complaints process that is fair, transparent and easy to use.

Your responsibilities:

- Use water responsibly.
- Pay your water services bills when they are due or contact us early if you need support.
- Report issues such as leaks, blockages or hazardous discharges.
- Look after the pipes and water fittings on your property that you own.
- Provide safe access for our teams when required.
- Keep your contact details up to date.

## 4. Support for vulnerable or at-risk customers

Tiaki Wai is committed to ensuring that all households have equitable access to essential water services.

We affirm the following commitments:

- **No household will be denied access to water services solely due to financial hardship**, in line with our statutory obligations.
- **Equitable access for all:** We strive to ensure fair access to drinking water, wastewater and stormwater services.
- **Support for vulnerable or disadvantaged customers:** Where customers may be medically dependent, financially at risk, or otherwise vulnerable, we will work to identify appropriate support options. Details of these support options will be published separately.

Our aim is to ensure that everyone in our communities can rely on safe, secure, and dignified access to water services.

## 5. Complaints, feedback and dispute resolution

We welcome feedback and are committed to resolving issues quickly.

**If you have a concern or complaint:**

1. Contact us by phone, email or in writing.
2. We will acknowledge your complaint and explain the next steps in our process.
3. We will keep you informed throughout the process.

If we cannot resolve your complaint, you can contact **Utilities Disputes** on 0800 22 33 40 or go to [www.udl.co.nz](http://www.udl.co.nz). Utilities Disputes is a free, fair and independent service for resolving complaints about utilities providers.

We also outline in our Significance and Engagement Policy how we will engage with customers, iwi and Māori organisations to understand your needs and expectations.

## 6. Broader outcomes we commit to

**Access to essential water services**

- We consider the impact of charges on households when making decisions.
- We provide support for customers experiencing financial hardship.
- We work to ensure equitable access to essential water services, with supply restrictions being used only as a last resort.

**Environmental protection**

- We take responsibility for protecting and caring for te taiao in how we plan, operate, and invest.
- We consider environmental effects when doing our work, responding to emergencies and in our long-term planning.

**Supporting local communities**

- We aim to support local employment, training, procurement and workforce development.
- We commit to paying at least the Living Wage.

## 7. Value for money and transparent pricing

We set charges in an open and transparent way.

You can expect:

- Clear explanations of how water charges are set.
- Annual publication of all water services charges in an accessible format.
- Fair and transparent pricing, including clear communication over time about the direction toward more uniform charging approaches.

Billing arrangements may change over time as systems are established. We will provide clear information and support to customers when changes occur. For detailed information, our Water Services Strategy and annual pricing list will be available online.

## 8. Further information and supporting policies

This Customer Charter is supported by more detailed information and policies. These documents are kept up to date and provide additional detail on how our services work in practice. *[insert links before publication]*

You can find information about:

- **Complaints process and dispute resolution** – how to raise a concern, what to expect, and how to access independent dispute resolution.
- **Water charges and pricing** – how water charges are set, our approach to pricing, and the published list of current water services charges.
- **Reporting a fault or issue** – how to report faults, leaks, outages or overflows, and the typical steps we follow to resolve them.
- **Support for vulnerable customers** – information on hardship support, payment assistance options, and support for customers who may be vulnerable or at risk.
- **Tiaki Wai Water Services Strategy** – our long-term approach to delivering safe, reliable and sustainable water services, including how we engage with customers and communities.

These resources are available on our website *[insert link]* or can be provided via email on request.

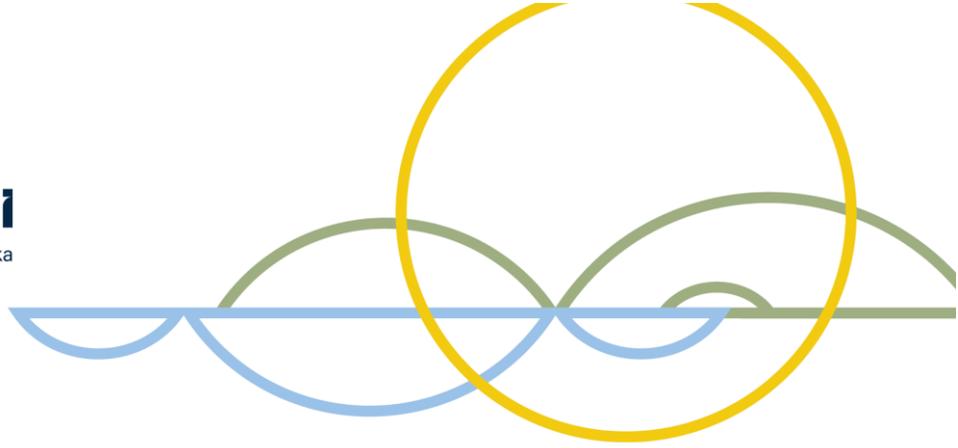
## 9. Staying in touch

You can contact Tiaki Wai through: - Phone: *[insert number]* - Website: *[insert link]* - Email: *[insert address]* - Postal address: *[insert address]*

We welcome your questions, feedback and ideas.

*This Customer Charter will be reviewed regularly to ensure it continues to meet the needs of our communities and reflects our statutory obligations, shareholder expectations, and our ongoing commitment to te mana o te wai.*

*[Add date of last review before publication]*



## Partners' Committee

05 March 2026

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Report no: PCTW2026/1/47

### Tiaki Wai – Overview of Transfer Process

#### Purpose of Report

1. To provide the Partners' Committee with an update on the transfer process and associated workstreams.

#### Recommendation

That the Committee receives and notes the content of this report.

#### Executive Summary

2. The purpose of this report is to provide the Partners Committee with an update on the workstreams related to the transfer process, including:
  - a. The development of the transfer documents and summary of the transfer process;
  - b. An outline of the due diligence and assurance phase; and
  - c. Overview of the timing of decision making.

#### Context

3. In order to effect the transfer of statutory responsibility and transfer of water services assets, debt, liabilities, etc from the shareholding Councils to Tiaki Wai, a Transfer Agreement must be prepared and executed between each of the shareholding Councils and Tiaki Wai.
4. This is a necessary component of the implementation of the Water Services Delivery Plan and must happen in order to establish Tiaki Wai as a Water Organisation under the Local Government (Water Services) Act 2025 (LGWSA) for Day 1 (1 July 2026).

5. The consequence of achieving the intended legal transfer is that Tiaki Wai will become the sole Water Service Provider for the Metropolitan Wellington Service Area, which relinquishes the territorial authorities from that statutory role (and the various obligations and requirements placed on providers by the LGWSA).
6. The shareholding Councils will remain the shareholders of Tiaki Wai and, along with the other Partners, retain oversight of Tiaki Wai, and an ability to set direction through the SOE (with the first iteration now in place).
7. Schedule 2 of the LGWSA specifies the content that is required to be included in a Transfer Agreement. At a high level, the Transfer Agreement is required to specify the assets, contracts, liabilities, and responsibilities for water services to be transferred to Tiaki Wai.

### **Transfer documents and the transfer process**

8. So that a consistent framework and approach were followed for the preparation of the Transfer Agreements by the parties, it was agreed between the shareholding Councils that a set of template transfer documents should be prepared and agreed. Those documents consist of:
  - a. A Template Transfer Agreement, which is to be populated, reviewed and then entered into between each Council and Tiaki Wai;
  - b. A set of Transfer Principles, which have been developed to guide the identification and treatment of land, contracts and assets, etc that should transfer to Tiaki Wai; and
  - c. A Net Asset Calculation Manual (NACM), which is to be used to calculate - on a consistent basis - the net asset value transferred to Tiaki Wai.
9. While the Partners Agreement contemplated the above documents being agreed before the end of February 2026, the shareholding Councils and Tiaki Wai are still finalising certain matters of drafting, with a view to the documents being agreed by the close of the week of 9 March 2026.
10. Although this represents a minor delay, the template Transfer Agreements are being populated in parallel with this work, which is not expected to impact the balance of the timetable.
11. In order to assist the Committee, each of the transfer documents has been described in more detail below.

### **Template Transfer Agreement**

12. The template Transfer Agreement has been prepared based on the template developed by DIA, and feedback provided from the shareholding Councils. It is the central legal document that identifies the assets, contracts, liabilities, and other matters to be transferred from each shareholding Council to Tiaki Wai. It is also required to identify all assets, etc that will not transfer.

13. In respect of both transferring and retained matters, the Transfer Agreement will also reference additional agreements that the shareholding Councils and Tiaki Wai will need to enter into, including:
  - a. A Post-Completion Services Agreement, which will set out services the relevant Council will provide Tiaki Wai for an agreed period, e.g. Councils' collection of water services revenue on behalf of Tiaki Wai.
  - b. A Shared Services Agreement, setting out matters of shared interest that must be delivered by both parties following transfer, including how the parties will assist each other in relation to land use planning, resource management planning (including consent processes) and building consenting, etc.
14. The parties are working together at present to identify the services that will require ongoing support, the duration of those services and the terms on which those services will be provided by either or both counterparties.

### **Transfer Principles**

15. A set of Transfer Principles has been developed to guide the transfer process and ensure a consistent approach to the identification and transfer of responsibilities, assets, liabilities, contracts and water related debts, etc. to Tiaki Wai.
16. The Partners Agreement requires Councils to apply the Transfer Principles when preparing their Transfer Agreements, and related schedules, and to highlight any departures from the Transfer Principles.
17. The Principles cover a broad range of matters, including which assets and land should transfer, how water debt will be treated, how third-party rights will be protected, and how statutory functions and consents will be transferred.

### **Net Asset Calculation Model (NACM)**

18. The NACM is essentially a document that sets out the accounting principles, methods, and classifications to be used when calculating each Council's estimated and actual net assets, liabilities and debt, which then determines their share allocation in Tiaki Wai.
19. This ensures a consistent, transparent valuation approach across all Councils and outlines key elements of the transfer process, including revenue cutoff, assurance requirements, and the washup process following audit completion.

### **Due diligence and assurance**

20. Given the scale and complexity of the transfer process, due diligence and assurance are key focuses for all involved. This is important to ensure that Tiaki Wai receives all it needs to effectively take over statutory responsibility as the water service provider for the service area.

21. There are, however, important limitations regarding the extent to which detailed due diligence can be undertaken in relation to all assets, due to the sheer number of assets, and the pace at which the parties are working.
22. As a brief overview:
  - a. Tiaki Wai is working closely with WWL to review the information being compiled by both WWL and the shareholding Councils, in order to check for accuracy and completeness, as far as is possible.
  - b. The roles and responsibilities in terms of due diligence and assurance are being agreed across WWL, the Tiaki Wai Establishment Team, the shareholding Councils and independent legal support, to ensure that all due diligence is being progressed as efficiently as possible.

### **Overview of the timing of decisions**

23. Beyond the agreement of the transfer documents, expected in the week of 9 March, the key process and decision-making steps leading to 1 July are:
  - a. March 2026 - Councils to populate draft Transfer Agreement, including schedules, and circulate for review (to all other parties, including Tiaki Wai).
  - b. April 2026 - Parties to review populated draft Transfer Agreements and resolve any matters of disagreement.
  - c. May 2026 - Councils adopt, and Tiaki Wai approves Transfer Agreements.
  - d. Early-June 2026 - Transfer Agreements executed, and closure tasks undertaken.
  - e. 1 July 2026 - Transfer effected, with completion period then initiated.

### **Appendices**

There are no appendices for this report.

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## Partners' Committee

05 March 2026

Report no: PCTW2026/1/48

# Tiaki Wai Customer and Stakeholder Engagement Programme

### Purpose of Report

1. To provide the Partners Committee with an update on the customer and stakeholder engagement programme through to Day One (1 July 2026).

### Recommendation

That the Committee receives and notes this report.

### Executive Summary

2. The overarching communications goal of Tiaki Wai is to build awareness and confidence in Tiaki Wai, so that its workforce, customers and other key audiences are informed, supported and ready for Day One operations.
3. The high-level approach is tailoring timely and transparent communications to internal and external stakeholder groups. Within the overall approach, more detailed strategies and tactical plans target specific audiences and activities.
4. The existing Wellington Water Limited (WWL) workforce is a critical audience, and communications and engagement are being managed collaboratively with WWL.
5. For customers, communications and engagement will build over phases, culminating in an intensive direct-to-customer campaign in April-June 2026.
6. Proactive and two-way communication is already underway. In the current 'introduce' phase, Councils are advising ratepayers and communities that change is coming. Tiaki Wai is establishing an appropriate profile in the media and is engaging with people getting in touch directly through the website (averaging about five a day).

7. The next two phases are:
- Telling the big picture story, building on engagement on the Water Services Strategy, Customer Charter and Significance and Engagement policy (see separate paper).
  - Direct-to-customer campaign getting underway as engagement concludes, building through May and June and continuing until the first Tiaki Wai invoice is delivered.

### **Overall Framework**

8. Communications and engagement are required to support most aspects of the Tiaki Wai Establishment Programme, including:
- a. Building our identity, messaging and engagement;
  - b. Listening to and supporting our customers; and
  - c. Building organisational capability, culture and workforce.
9. Internal and external stakeholders and customers have been segmented, with a high-level framework to support tailored, timely communications for each group. This framework has been developed with input from Council and Wellington Water Limited (WWL) communications and engagement staff.
10. Levels of interest and awareness are high across internal stakeholder groups (Board, Chief Executives, Partners and workforce), and regular communications are underway (newsletter and regular briefings).

### **Principles**

11. All communications and engagement activity will be guided by the following set of principles:
- a. Transparency and openness: clear, accessible information is readily available.
  - b. Audience focused: know what our different audiences want and need, and do our best to deliver.
  - c. Plain language: avoiding jargon and explaining technical terms.
  - d. Culturally appropriate: including respectful use of te reo Māori.
  - e. Use Partners' knowledge and skills: drawing on specialist staff in WWL, Councils, mana whenua as appropriate and available.
  - f. Meaningful engagement: in line with significance and engagement policy.

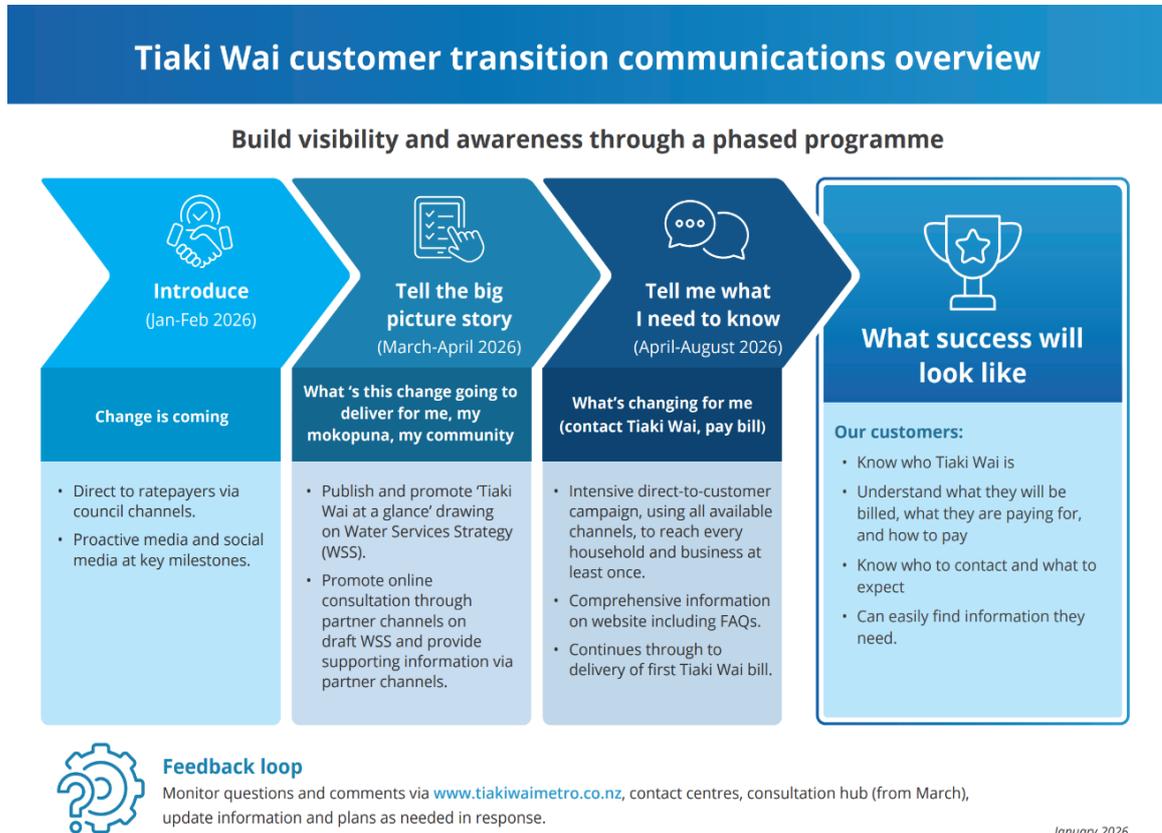
## Research-based

12. Baseline research to test customer awareness and knowledge levels was completed in December 2025 and is informing tactical planning and activity.
13. The key findings of the research were:
  - **Awareness** - Awareness of Tiaki Wai was low (16%). Awareness that does exist has largely been driven by media coverage rather than direct communication.
  - **Understanding of water services and funding** - There was limited understanding of how water services are funded, including what proportion of rates pays for water services and how costs may change over time. Many respondents are uncertain about how much they currently pay for water. There was also an expectation from a number of respondents that costs would decrease.
  - **Customer priorities** - When thinking about water services, customers consistently prioritise core outcomes: safe, good-quality water; reliable supply; well-maintained infrastructure; and timely resolution of issues. Trust and confidence are strongly linked to service performance rather than organisational structure.
  - **Information needs** - Customers want clear, practical information about who Tiaki Wai is, what it will be responsible for, how it differs from Councils, what improvements are expected over time and how to get in touch when needed.
  - **Preferences for access and communication** - Preferences are pragmatic. Customers want clear, accessible information, multiple contact options and access to human support when issues arise, alongside digital self-service options.
14. The findings reinforce the importance of a clear, accessible and ongoing identity and communications approach, particularly given low baseline awareness. This will require an ongoing two-way approach over several years.
15. The findings are already informing the development of detailed communications plans, and feedback suggests awareness is already increasing.
16. The limited understanding of water services funding will continue to be addressed. Tiaki Wai and Councils are already collaboratively explaining the change that is coming, including what people pay now and signalling future costs. This will continue to be a focus as decisions are made and more detail is able to be communicated as a result.
17. Information needs will be addressed through multiple channels, using existing council channels supported by a programme across digital, radio, print and community channels from April – June.
18. As part of this approach, Tiaki Wai will clearly and consistently explain its role relative to Councils, especially around responsibilities, pricing and accountability.

19. Communications and customer-facing touchpoints will prioritise practical information, focusing on service reliability, water quality, cost transparency and how to get help.

**Customer Transition Communications Overview**

20. An overview of the phased campaign is provided in the following diagram.



**‘Tell me what I need to know’ – direct-to-customer campaign**

21. To reach customers (water connections, including business and commercial) and residents, Tiaki Wai is planning an intensive direct-to-customer campaign in April-June 2026. Success will be measured through research and direct feedback.
22. During this phase, we will use every available channel to share information, ensuring we reach as many of our customers as possible. This includes distributing four pieces of physical collateral:
  - Inserts with council Q4 rates invoices (April / May) (see Appendix 1 for draft collateral).
  - Letterbox drops to 155,000 addresses in June.
  - Inserts with Councils’ 2026/27 Q1 rates invoices.
  - Inserts with first Tiaki Wai bill.

23. This will be supported by detailed information on the Tiaki Wai interim website; an intensive awareness-raising campaign (social media, radio, out-of-home, newspapers); direct contact with residents associations, citizens advice bureau, and deaf and blind community groups; targeted messaging to key stakeholder groups, including commercial and trade waste customers, via existing council and WWL channels.
24. Reach will be monitored throughout, with the ability to focus paid media space on specific audiences as required.

### **Risks and issues**

25. The key risk is a lack of awareness and understanding negatively impacting on customers' willingness to pay their water services invoices. This is a strong focus for all communications.

### **Next steps**

26. Continue the rollout of the communications and engagement plans.
27. Prepare for and deliver the public engagement process for the Water Services Strategy, Customer Charter and Significance and Engagement

### **Appendices**

There are no appendices for this report.

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