

TE KOMITI TIAKI WAI PARTNERS' COMMITTEE

22 May 2026

Order Paper for the meeting to be held in the
Wellington City Council, Waiwhetu (1.01), Level 1, Te Aho Tupua, 2 Harris Street,
Wellington (**PLEASE NOTE CHANGE OF VENUE**),
on:

Friday 29 May 2026 commencing at 12.00pm

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

Membership

Dame K Prendergast	Independent Chair
Mayor A Baker	Porirua City Council
Cr S Edwards	Hutt City Council
Cr R Connelly	Greater Wellington Regional Council
Mayor P Zee (Deputy Chair)	Upper Hutt City Council
Mayor A Little	Wellington City Council
H Modlik	Te Rūnanga o Toa Rangatira
K Puketapu-Dentice	Taranaki Whānui ki Te Upoko o Te Ika
Deputy Mayor K Wihapi	Porirua City Council (Alternate)
Mayor Fauono K Laban	Hutt City Council (Alternate)
Cr S Woolf	Greater Wellington Regional Council (Alternate)
Deputy Mayor C White	Upper Hutt City Council (Alternate)
Deputy Mayor B McNulty	Wellington City Council (Alternate)
R Faulkner	Te Rūnanga o Toa Rangatira (Alternate)
Dr A White	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

TIAKI WAI | PARTNERS' COMMITTEE

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 TIAKI WAI | PARTNERS' COMMITTEE

Meeting to be held in the Wellington City Council, Waiwhetu (1.01), Level 1, Te Aho
Tupua, 2 Harris Street, Wellington (*PLEASE NOTE CHANGE OF VENUE*) on
Friday 29 May 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 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

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 Partners' Committee | Te Komiti Tiaki Wai, 13 March 2026

9

6. VERBAL STATEMENT BY THE CHAIR

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

7. **VERBAL UPDATES FROM SHAREHOLDING COUNCILS**

Verbal statements by the Shareholding Councils of the Partners' Committee

8. **UPDATE ON COMMERCE COMMISSION PROPOSED ECONOMIC REGULATION - VERBAL UPDATE**

A verbal update

9. **TIAKI WAI BOARD CHAIR REPORT - ESTABLISHMENT UPDATE**

Report No. PCTW2026/3/132 by the Tiaki Wai Board Chair 15

10. **UPDATES TO THE DRAFT WATER SERVICES STRATEGY, COMMUNITY CHARTER AND SIGNIFICANCE AND ENGAGEMENT POLICY**

Report No. PCTW2026/3/133 by the Strategy and Policy Lead, Tiaki Wai 34

11. **MEETING SCHEDULE 2026**

Memorandum dated 20 May 2026 by the Democracy Advisor, Hutt City Council 68

12. **QUESTIONS**

With reference to section 32 of Standing Orders, before putting a question a member shall endeavour to obtain the information. Questions shall be concise and in writing and handed to the Chair prior to the commencement of the meeting.

13. **EXCLUSION OF THE PUBLIC**

CHAIR'S RECOMMENDATION:

"That the public be excluded from the following parts of the proceedings of this meeting, namely:

14. **RESPONDING TO PARTNERS' COMMITTEE FEEDBACK ON THE DRAFT WATER SERVICES STRATEGY**

15. **TIAKI WAI LIMITED - AMENDMENTS TO CONSTITUTION AND PARTNERS AGREEMENT**

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

(A)	(B)	(C)
General subject of the matter to be considered.	Reason for passing this resolution in relation to each matter.	Ground under section 48(1) for the passing of this resolution.
Responding to Partners' Committee feedback on the draft Water Services Strategy.	The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information (s7(2)(b)(ii)). The withholding of the information is necessary to enable the local authority to carry out, without prejudice or disadvantage, commercial activities (s7(2)(h)).	That the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding exist.
Tiaki Wai Limited – Amendments to Constitution and Partners Agreement.	The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information (s7(2)(b)(ii)). The withholding of the information is necessary to enable	That the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding exist.

the local authority to
carry out, without
prejudice or
disadvantage,
commercial activities
(s7(2)(h)).

This resolution is made in reliance on section 48(1) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by section 6 or 7 of that Act which would be prejudiced by the holding of the whole or the relevant part of the proceedings of the meeting in public are as specified in Column (B) above."

Vanessa Gilmour
Democracy Advisor
Hutt City Council

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
Friday 13 March 2026 commencing at 12.00pm

To watch the livestream of this meeting, please click on the link here:
[Friday 13 March 2026 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)
Mayor A Little (WCC)
H Modlik (Te Rūnanga O Toa Rangatira)
K Puketapu-Dentice (Taranaki Whānui ki Te Upoko o Te Ika)
(from 12.14pm)

APOLOGIES:

Kara Puketapu for lateness

IN ATTENDANCE:

W Walker, Chief Executive, PCC
J Miller, Chief Executive, HCC
G Swainson, Chief Executive, UHCC
M Prosser, Chief Executive, WCC
N Corry, Chief Executive, GWRC
Mayor Fauono K Laban, HCC (part meeting)
Deputy Mayor K Brown, HCC
Deputy Mayor B McNulty, WCC
M Brewster, Chief Executive, Tiaki Wai
W Peet, Board Chair, Tiaki Wai
D List, Establishment Director, Tiaki Wai
M Wakefield, Legal Workstream Lead, Tiaki Wai
A Black, Strategy and Policy Lead, Tiaki Wai
J Rodenburg, Principal Communications Advisor, Tiaki Wai
J Livschitz, Group Chief Financial Officer, HCC
S Gardner, Water Services Transition Manager, HCC
V Gilmour, Democracy Advisor, HCC
H Clegg, Minute Taker, HCC

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>
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He oranga taiao	<i>Thriving people</i>
He oranga tangata	<i>Connected, united, affirmed!</i>

Haumi e, hui e Taiki e!

2. APOLOGIES

Members noted that Kara Puketapu would be late to the meeting.

3. PUBLIC COMMENT

There was no public comment.

4. CONFLICT OF INTEREST DECLARATIONS

There were no conflicts of interest declarations.

5. MINUTES

RESOLVED: (Mayor Zee/Cr Connelly)

Minute No. PCTW 26101

“That the minutes of the meeting of the Partner’s Committee Tiaki Wai | Te Komiti Tiaki Wai held on Thursday, 18 December 2025, be confirmed as a true and correct record.”

6. VERBAL STATEMENT BY THE CHAIR

The Chair provided a verbal update outlining the background to the establishment of Tiaki Wai and the formation of the Committee. The Chair welcomed the Chief Executive of Tiaki Wai and acknowledged the challenges associated with the transition from Wellington Water Limited to Tiaki Wai.

The Chair emphasised the importance of maintaining a customer centred approach throughout the transition and noted the broader external challenges currently facing the local government sector.

7. **TIAKI WAI BOARD CHAIR REPORT - ESTABLISHMENT UPDATE**

Report No. PCTW2026/1/45 by the Board Chair, Tiaki Wai

Will Peet, Board Chair for Tiaki Wai, elaborated on the report and introduced Mike Brewster, Chief Executive for Tiaki Wai.

The Board Chair for Tiaki Wai confirmed that the transition plan remained on track for commencement on 1 July 2026. He acknowledged the work of the Wellington Water Limited (WWL) Transition team and the Chief Executives of the member councils, and noted the strong working relationship with WWL officers.

The Board Chair advised that the Transfer Agreements were progressing, while noting that some matters were taking longer to resolve. In particular, he highlighted that not all underground pipe assets have corresponding legal documentation, including easements recorded on property titles.

Kara Puketapu joined the meeting at 12.14pm.

In response to a question from a member, the Board Chair for Tiaki Wai advised that there were limited contingency options for the customer billing system. He noted that the financial impact of not collecting revenue was estimated at approximately \$40M per month.

The Board Chair for Tiaki Wai advised that the Committee would consider a business case on water meters in due course.

RESOLVED: (Mayor Little/H Modlik)

Minute No. PCTW 26102

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

8. **TIAKI WAI PUBLIC ENGAGEMENT ON THE WATER SERVICES STRATEGY, SIGNIFICANCE AND ENGAGEMENT POLICY AND CUSTOMER CHARTER**

Report No. PCTW2026/1/46 by the Strategy and Policy Lead, Tiaki Wai

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

Adrienne Black, Strategy and Policy Lead for Tiaki Wai, spoke to a presentation available here: [Tiaki Wai Water Services Strategy; Customer Charter and Significance and Engagement Policy](#).

The Strategy and Policy Lead for Tiaki Wai advised that public engagement on the Water Services Strategy, Significance and Engagement Policy and Customer Charter would commence on 25 March 2026 and run for four weeks.

The Establishment Director for Tiaki Wai advised that three key matters needed to be in place before 1 July 2026: Transfer Agreements to establish operational capability; a Water Services Strategy and supporting financial arrangements; and a confirmed customer approach. He also advised that a briefing with the Committee would be arranged for late April 2026 to enable consolidated feedback.

In response to a question from a member, the Chief Executive for Tiaki Wai advised that recruitment would commence for a Chief Customer Officer to support the development of a more customer-focused culture.

In response to a member's question, the Board Chair for Tiaki Wai confirmed that a website would be established as a customer contact channel, enabling customers to log complaints and report issues online. The Chair also confirmed that water services would not be disconnected for customers experiencing genuine financial hardship.

In response to questions from members, the Board Chair for Tiaki Wai advised that additional details on hardship support policies and processes would be published before 1 July 2026. He also advised that a more defined prioritisation framework for investment and work programmes would be developed over time and reflected in a future Water Services Strategy. He said that the intention was to move water billing to a monthly cycle once the billing system was in place.

RESOLVED: (Cr Edwards/Cr Connelly)

Minute No. PCTW 26103

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

9. **TIAKI WAI - OVERVIEW OF TRANSFER PROCESS**

Report No. PCTW2026/1/47 by the Legal Lead, Tiaki Wai

Dougal List, the Establishment Director for Tiaki Wai and Mike Wakefield, the Legal Lead for Tiaki Wai, elaborated on the report.

In response to a question from a member, the Legal Lead for Tiaki Wai confirmed that legal provisions would be in place to address any instances in which assets or easements had not been transferred to Tiaki Wai by 1 July 2026.

The Board Chair for Tiaki Wai confirmed that from 1 July 2026, Tiaki Wai would be responsible for water services and would have the necessary legal rights to act, including in situations where assets had not yet been formally transferred.

Cr Connelly noted that, from a Greater Wellington Regional Council perspective, the transfer process may be more complex due to the scale of the land involved, including catchment areas.

RESOLVED: (Mayor Zee/K Puketapu-Dentice) **Minute No. PCTW 26104**
"That the Committee receives and notes the content of this report."

Mayor Zee left the meeting at 1.09pm.

10. **TIAKI WAI CUSTOMER AND STAKEHOLDER ENGAGEMENT PROGRAMME**

Report No. PCTW2026/1/48 by the Principal Communications Advisor, Tiaki Wai

Dougal List, the Establishment Director for Tiaki Wai and Janice Rodenburg, Principal Communications Advisor for Tiaki Wai, elaborated on the report.

Mayor Zee rejoined the meeting at 1.10pm.

RESOLVED: (Mayor Baker/H Modlik) **Minute No. PCTW 26105**
"That the Committee receives and notes this report."

11. **QUESTIONS**

There were no questions.

12. 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 wairua i	<i>continuing journey</i>
te ara takatū	<i>Oh Rongo, raise these words up high</i>
Koia rā e Rongo whakairihia ake	<i>so that we be cleansed and be free,</i>
ki runga	<i>Yes indeed, we are free!</i>
Kia wātea, kia wātea!	<i>Good and peaceful</i>
Ae rā, kua wātea!	
Hau, pai mārīre.	

There being no further business, the Chair declared the meeting closed at 1.11pm.

Dame K Prendergast DNZM
CHAIR

CONFIRMED as a true and correct record
Dated this 29th day of May 2026



Partners' Committee

12 May 2026

Report no: PCTW2026/3/132

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 and transition to the post-Day One period.

Recommendation

That the Committee receives and notes the information.

Executive Summary

2. This report provides the Partners' Committee with a summary of progress achieved from March to mid-May 2026 toward the successful Day One establishment of Tiaki Wai, and preparation for the post-Day One period.
3. Since the March Partners' Committee, there has been continued progress across all the core work, with a clearer shift from development into execution. Engagement with the Commerce Commission has progressed, and organisational capability continues to strengthen through recruitment and refinement of the initial operating model.
4. Day One delivery confidence is now more explicitly linked to a small number of critical activities, including finalising transfer arrangements with the shareholding councils and achieving and sustaining customer service and billing goals for Day One and beyond. The customer care workstream represents the primary operational risk for Day One due to the complexity associated with the number of parties involved and scope of activities required to be completed.

5. Overall, Tiaki Wai is on track to achieve a stable and credible Day One. However, delivery confidence is increasingly dependent on resolving key transition dependencies and no new major hurdles being encountered for workstreams with no contingency in their timeline, particularly the customer care workstream.
6. The Tiaki Wai Board met on 13 May 2026, and key updates from that meeting are included in this report, including the Establishment Programme: Monthly Progress and Readiness Report at 30 April (refer to Appendix 1).

Current Position

6. Over the last two months, the programme has moved from a broadly defined establishment effort to a more structured and increasingly execution-focused position, focused beyond Day One.
7. Delivery is operating across three phases.
 - a. Wellington Water Limited (WWL) is progressing into active development of core strategic frameworks for Tiaki Wai's ongoing operation;
 - b. the Establishment Team is preparing for the transition of responsibilities; and
 - c. Some activities have been initiated that need to be underway early to deliver on key priorities for Year 1.

This activity is being aligned and is a key factor in achieving confidence in delivery.

8. Overall, the programme continues to progress in a controlled manner, with clearer alignment between planning and execution and a more grounded understanding of delivery pathways. However, there are a significant number of interdependencies, both pre- and post-Day One, which require ongoing close monitoring to achieve a successful first year of operation.

Establishment Progress

9. Key areas of progress since March 2026 include:
 - a. **Strategic and planning frameworks** - Work has commenced on the next Water Services Strategy, end-to-end delivery model for the investment program and capital prioritisation framework. The focus is on leveraging existing best-practice models and aligning practices with planned technology systems investments.
 - b. **Engagement with the Commerce Commission** - has progressed through briefings and consultation responses, moving regulatory interaction into a more substantive phase.

- c. **Financial and transition readiness** - Progress continues across financial preparation and transition planning, including alignment of Tiaki Wai's Year 1 budgets with priorities set by the Board. Discussions with councils regarding financial arrangements have been supported by processes established by the Commerce Commission.
- d. **Insurance arrangements:** including market engagement in London and detailed consideration of insurance placement by the Board, with this progressing through our brokers.
- e. **Transfer arrangements:** substantial completion of transfer arrangements and service agreements with councils, including council decision meetings.
- f. **Due diligence:** ongoing due diligence review of the risks and challenges associated with the water network and operations. While key challenges are clearly signalled in the draft WSS, there are a range of other risks and issues that will need to be further considered as part of the next WSS.
- g. **Operational and delivery capability** - Process improvements are underway in programme and project delivery, including engaging with the alliance delivery partner, consultants and contractors. These are steps toward strengthening delivery capability, reducing costs to deliver outcomes and providing long term value for money.
- h. **Water Services Strategy 1 progress** - Significant community and partner feedback was received through engagement on the draft Water Services Strategy, Significance and Engagement Policy and Community Charter. This feedback is informing the finalisation of these documents and providing a clearer understanding of partner and stakeholder expectations.

Key Constraints

- 10. Key issues discussed with the Partners' Committee in March 2026 remain, but are now more specific and concentrated:
 - a. **WWL and council partners under pressure** - both remain under considerable organisational pressure and change. Moa Point remains a critical focus for Wellington Water and for councils; further reorganisation reforms have been signalled, with tight timeframes. This is placing strain on key staff and their ongoing ability to fully engage and prioritise resources both up to and post 1 July 2026.
 - b. **Asset transfer and financial alignment** - Transfer negotiations with councils have concluded; however, some elements are being deferred to post-Day One (eg abandoned assets, some stormwater-associated land transfers). There remains a risk of misalignment between councils and Tiaki Wai on specific transfer components, which could affect confidence in ongoing delivery. We will need to continue resolving these issues together post-Day One.

- c. **Billing readiness** - Confidence has improved in the interim billing solution, with invoices set to be issued late July 2026 or the first week of August 2026. Developed collaboratively, the solution will use existing council systems and operating arrangements (including staff) and requires a number of operational trade-offs to ensure a stable and workable solution. One constraint is councils' decision not to support over-the-counter payments at council offices, reducing customer payment channel choices. Customers will continue to have access to online banking, direct debit, Payble, and NZ Post outlets payment channels.
- d. **Customer care readiness** - Day One customer care arrangements are on track to be ready for Day One, but do retain significant risk due to the number of vendor, council and WWL dependencies and lack of contingency in the delivery timeline. Customer response processes are now a particular focus for the Chief Executive through to Day One.
- e. **Public awareness and confidence** - It is essential that the public is informed and aware of Tiaki Wai's establishment, including what it means for customers and the benefits of the new model. There is a visible tension between the need to invest in awareness, including prudent rebranding of essential equipment and targeted advertising activity to support Day One, and perceptions that this expenditure should instead be directed toward infrastructure improvement. All such expenditure is being closely scrutinised to ensure it is essential and proportionate to Day One requirements, supports public awareness, and replaces essential equipment.

Budget update and Establishment Programme wind down

- 20. The Establishment Programme spend to the end of April was estimated to be \$9.9 million in relation to an approved budget of \$16.5 million. This is significantly less than the \$18.1 million forecast in November 2025. The programme is forecast to remain within this approved budget.
- 21. Wind down of the establishment team from 1 July 2026 has been confirmed, with key capability from the team being integrated into Tiaki Wai to support the transition through to the end of September 2026.

Day One and the Path Ahead

- 22. Our 1 July 2026 objective remains unchanged: to achieve a stable and credible Day One with continuity of service and operational readiness. The position is achievable, with confidence explicitly dependent on concluding a small number of critical external dependencies, including financial arrangements and associated transfer requirements.

23. Our focus now is on enabling execution and ensuring readiness for transition into operations. Priorities include:
- a. Executing the transfer process;
 - b. Maintaining close oversight of customer-facing readiness, particularly billing and service continuity;
 - c. Ensuring operational performance goals can be sustained beyond Day One; and
 - d. Supporting our people through the transition - appointing the full Tier two executive team and providing confidence in WWL staff.

Appendices

No.	Title	Page
1	Attachment 1: Establishment Programme: Monthly Progress and Readiness Report at 30 April	20

Author: Will Peet, Tiaki Wai Board Chair

TIAKI WAI

Care in every drop | He wai whakauka

Establishment Programme: Monthly Progress & Readiness Report

As at 30 April 2026



Executive Summary

Overall Position

- The Programme remains on track for Day One, with strong progress across core establishment activities.
- Risk profile remains stable as delivery comes together and interdependencies are exposed and tested.
- Delivery confidence is dependent on a small number of critical path items, particularly transfer arrangements, financial arrangements, WSS/pricing, customer, and billing.
- There is limited contingency across key workstreams, requiring sustained executive oversight and key decision making for transfer agreements to stay on track.

Key Risks and Exposure

Customer & Billing remain RED

- Complex multi-agency delivery, requiring councils, WWL, and vendors to operate as a single end-to-end service across differing systems and processes.
- Constrained specialist resourcing, limiting capacity to complete critical activities and respond to emerging issues.
- No delivery buffer, with fixed timelines and no contingency across critical path activities.

Financial uncertainty in WSS

- Uncertain capital programme and starting financial position, with forecasts and underlying data not fully reliable.
- Pricing confidence constrained, with potential reprioritisation of the capital programme required.
- Covenant pathway exposure, with impacts on debt position and financial sustainability.

Programme-wide exposure

- Dependency on councils and WWL capacity, with constrained ability to absorb workload and competing priorities.
- Transfer documentation alignment risk, requiring multi-party agreement under tight timeframes.
- Interdependent delivery model, where delays in one workstream impact the broader programme.

Critical Path to Day One

- Transfer agreements and financing arrangements
- Water Services Strategy and pricing (financial settings and capital programme confidence)
- Customer service model and operational readiness
- Billing capability (testing, pricing, payment channels)

Position:

- Good progress across all delivery areas
- Highly interdependent and time-constrained
- Limited contingency – any slippage impacts Day One

Transition to 30 September

- Transition planning is underway, focused on maintaining service continuity while integrating responsibilities from the establishment team into Tiaki Wai. Current activities focus on raising visibility of change impact and capability gaps with WWL..

Key Risks

- **Retention of critical establishment capability:** Ongoing delivery relies on key establishment staff remaining in place beyond 30 June to complete critical activities and support stabilisation. Loss of capability may create gaps in delivery, knowledge, and continuity.
- **Handover of “in-train” work:** A large volume of work will transfer mid-delivery. Without clearly defined handover standards, ownership, and receiving capability, there is a risk of loss of momentum, rework, or gaps in accountability across customer, billing, and operational functions.
- **WWL capacity to absorb delivery:** WWL must take on new responsibilities while managing existing operations and change activity. Capacity constraints and competing priorities may limit their ability to absorb work effectively, impacting service continuity and early operational stability.

Financials

- In March, the ESG agreed an increase to the ‘approved budget’ from \$15m to \$16.5m. This was based on March actuals and forecast to end of the financial year.
- Actual spend to end April FY25/26 will be confirmed once all costs are received and is estimated at \$10m (= 60% budget). This is in line with forecast expenditure.



Work Package: Setting up the new entity

A ↑ On track for Day One, carrying some risk and challenges.

Highlights from the last period

- Template Transfer Agreements and Transfer Principles completed.
- Transfer Schedules workshopped with all councils and WWL.
- Resolved remaining council specific issues with Net Asset Calculation Manual (NACM) (pending resolution to WCC / PCC JV debt issue).
- Insurance presentations completed in London.
- LGFA term sheet largely resolved.
- SWDC share buy-back discussions have advanced.

Focus for next period

- Agree LGFA term sheet, including covenant glide-path.
- Resolve financial support option with Councils, and all associated terms.
- Progress assurance process of transfer agreements.
- Council and Board decision making on transfer agreements.
- Finalise insurance market response assessment and coverage level discussions.

Key interdependencies and challenges

- Completeness of transfer schedules, with workarounds required.
- Aligning decision making across Councils on transfer agreements, and related processes (i.e. abandoned assets).
- Agreeing terms for council financial support.
- Agreeing appropriate glide-path terms with LGFA.

Key upcoming decisions (ESG/Board/Council)

Board meeting: Draft transfer agreements, Insurance coverage	13 May
Council decisions on transfer agreements & Delegations to CEs	13-28 May
Final Board sign-off transfer agreements	11 June

TIAKI WAI

Must do by 30 June	RAG	Due date	Risk
Privacy, Significance and Engagement, and Board policies adopted (AB)	Green	11 June	Green
LGFA terms sheet and membership approved (DH)	Yellow	8 June	Yellow
Insurance in place (DH)	Green	15 June	Green
Working capital facilities in place (DH)	Green	31 May	Green
Debt transfer arrangements in place for execution (DH)	Green	30 June	Green
Resourcing and processes in place for new functions for Day 1 (e.g. Treasury) (DH)	Green	30 June	Green
Appropriate council financial support of Tiaki Wai / Director assurance in place (DH)	Yellow	11 June	Yellow
Transfer agreement approvals by councils and Tiaki Wai (MW)	Green	11 June	Green
WWL share transfer / amalgamation into Tiaki Wai (MW)	Green	30 June	Yellow
Transitional SLAs and other agreements (MW)	Green	30 June	Yellow

In train by 30 June	RAG	Due date	Risk
Due diligence on debt transfer (DH)	Green	Q1	Green
Ongoing reporting requirements (DH)	Green	Q1	Green
Audit arrangements for FY25/26 in progress (DH)	Green	Q1	Green
Ongoing resourcing in place for new functions beyond Day One (DH, WWL)	Green	Q2	Green
Privacy Act information sharing process requirements documented (AB, WWL)	Yellow	Q1	Yellow

Key risks

<p>There is a risk that legal transfer activities — including the transfer of assets, contracts, and service-level agreements (SLAs) from councils to the new entity — are not approved by 30 June. This is a critical path activity.</p> <p>Population of transfer agreements has been complex due to inconsistent and incomplete data across councils and WWL and areas of disagreements. If transfer is not approved, Tiaki Wai cannot assume full responsibility at Day One.</p>	<p>Active oversight and support throughout decision making with escalations as required. Where matters remain unresolved need to include processes for resolution post Day One that do not affect transfer of responsibility.</p>	<p>HIGH</p>
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Programme Status

Status: Programme Management			
Lens	RAG	Risk	Comments
Scope	A	↔	<ul style="list-style-type: none"> Risk profile stable as Day One gets closer and realities are tested.
Time	A	↑	
Cost	G	↓	
Quality	A	↑	<ul style="list-style-type: none"> Overall assessment is driven by issues within the customer work package, billing and transfer documentation / decision making.
Resourcing	G	↓	
Stakeholder	G	↔	<ul style="list-style-type: none"> Active mitigation strategies underway, driven by the Establishment Director and CEO to ensure there is continued confidence in Day One achievability.
Risk	R	↑	
Overall	A	↑	

Legend: RAG and Risk status	
RAG status: <ul style="list-style-type: none"> ● Green: On track, going to plan ● Amber: Varying from plan, being managed ● Red: Off track, more support needed 	Risk status – must do by 30 June: <ul style="list-style-type: none"> ● Green: Low risk and/or well mitigated ● Amber: Medium risk, being managed ● Red: High or severe risk, intervention needed
Risk trend: <ul style="list-style-type: none"> ↑ increasing ↔ stable ↓ decreasing 	Risk status – in train by 30 June: <ul style="list-style-type: none"> ● Green: Low risk and/or well mitigated ● Amber: Medium risk, may not be started before 30 June ● Red: High or severe risk, likely to become Day Two activity

Activities that are causing concern:



Work Package: Ensuring operational continuity



A → On track for Day One, carrying some issues and challenges, particularly around transfer of stormwater assets and services.

Highlights from the last period

- Operational due diligence report feedback received from WWL Ready for sharing with the Board in May.
- Master Services Agreement and Statements of Work, and the Shared Services Agreement further developed.
- Day One Readiness Plan progressing well.
- Contractors Breakfast held.

Focus for next period

- May Board report summarising Operations Due Diligence, stormwater arrangements and position of other operational matters.
- Further progress with Master Services Agreements, Statements of Work and Shared Services Agreement alongside Councils and WWL.
- Growth Planning Integration work continues, SoW drafted

Key interdependencies and challenges

- The successful integration of council operations services and functions across to Tiaki Wai.
- Resolving approach to stormwater (including SoW) is complicated.
- Volume of work across all parties, and availability of key resources.

Key upcoming decisions (ESG/Board/Council)

Update on position of operational matters ahead of Day One (Board)	13 May
Stormwater risk and asset transfer (Board)	13 May

Must do by 30 June	RAG	Due date	Risk
Operational Due Diligence completed (OD)	Green	8 May	Green
Risk and Compliance advice to CE (RL)	Green	8 May	Green
Emergency Management advice to CE (RL)	Green	8 May	Green
Business Continuity Planning advice to CE (RL)	Green	8 May	Green
Interim Stormwater SoWs (1 per council) (OD)	Yellow	30 June	Yellow
SoW – Hutt City IAF project (RL)	Green	30 June	Yellow
Electricity commercial arrangements secure (RL)	Green	30 June	Yellow
Sub-CE Delegations Manual (BP)	Green	30 June	Green
Support Councils and WWL through transfer negotiations (OD)	Green	30 May	Yellow
Tradewaste merger of HCC into WWL	Green	1 July	Yellow

In train by 30 June	RAG	Due date	Risk
Bylaws Transfer (AK)	Yellow	Q2	Yellow
Input to Business Planning (AK)	Green	Q1	Green

Key risks

Transfer of Stormwater functions, services and assets has been complex due to inconsistent and incomplete data across councils and WWL.	Continue to work closely with Councils and WWL to arrange an interim Stormwater SoW and reflect position and risks in transfer agreements.	MEDIUM
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Work Package: Listening to & supporting our customers

R ↓ On track for Day One, carrying high risk.

Highlights from the last period

- Completion of all high-level business requirements across Customer.
- Customer Commercial sprint completed and recommendations provided to the Establishment Director.
- Sprint 2 underway for Customer Contact Model.
- Recruitment for new Tiaki Wai Customer Care team is underway. Resolutions roles will go live in May.
- IVR flows and detailed requirements are in train.
- Knowledge base products list underway, due to be finalised in May.
- Councils received draft customer statement of work for feedback.

Focus for next period

- Consolidation of council feedback and second draft for customer SoW.
- High-Value Customer Strategy to be completed.
- Customer Commercial Day One validated with councils.
- Customer working group with councils continues to support work package.
- Knowledgebase products list finalised, with draft articles ready for review (iterative).
- Recruitment and set up of Customer Care team continues.

Key interdependencies and challenges

- Ensuring a clear pathway and scope for Commercial customers that's achievable for Day One.
- Having sufficient resource capacity to meet volume of competing priorities for Day One.
- Ensuring strong working relationships continue with councils through changes in resourcing.
- Interdependency: IT lead for implementation and delivery of critical Day One outputs.

Must do by 30 June	RAG	Due date	Risk
IVR options, call transfer to councils understood, pathways documented (RC)	Green	15 May	Green
0800-TIAKI WAI number confirmed (RC) - <i>complete</i>	Yellow	24 April	Yellow
Customer SoW in place for Day One (PB, AP)	Yellow	30 June	Yellow
Customer care and resolutions team in place in WWL for Day One (GN, PB)	Yellow	15 June	Red
Project staff training support for councils/WWL for D1 customer, staff trained for D1 (MD)	Green	15 June	Yellow
New Customer Triage model & process defined & in place (GN)	Green	30 May	Yellow
Implement Day One systems/ processes/ tools/ for customer care team to triage (BA, PA)	Yellow	30 May	Yellow
Agreed Knowledge Base (KB) products (Councils/ WWL) delivered (MD)	Green	Iterative from mid May	Yellow
Templates / Standard responses high volume query items (MD)	Green	May/June	Yellow
Digital: Website live established channels inc. webforms, email pathways (JR, CS, RC)	Yellow	03 June	Yellow
Commercial customers transition strategy (high value customers) (DG)	Yellow	May	Yellow
After hours support contract for afterhours support, Tiaki Wai IB calling (AP, PB)	Green	May	Green
Hardship/ Debtors policies – operational skeleton for Day One (TBC MD)	Green	May	Yellow
Day One Readiness Check (PB – ET prog)	Green	May	Green
IVR testing and go-live (RC)	Green	01 June	Yellow
Customer Service Design for Residential and Commercial Day One completed (DG)	Yellow	May	Yellow
High-value and Commercial customer strategies (DG)	Green	15 May	Yellow

Key upcoming decisions (ESG/Board/Council)

CE approval for after-hours procurement - <i>complete</i>	01 May
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Work Package: Listening to & supporting customers (continued)

In train by 30 June	RAG	Due date	Risk
Hypercare (immediate 2-4 weeks and post interim period) (GN)	Yellow	30 July	Yellow
Knowledge base iterative build and updates, tech writing and non-Day One (MD)	Green	Q1	Yellow
Customer Care team capability build on-going (CF)	Green	Q2	Yellow
Escalation pathways for councils (GN, AP)	Green	Q1	Red
Customer Service Design, Day Two model (CF)	Yellow	Q1	Red
Compliance, monitoring and reporting (CF)	Yellow	Q1	Red
Ensure SLA/SoWs formalised and set review process (CF)	Green	Q1	Green
Capture/ report common issues and insights to inform future design (CF)	Green	Q1	Yellow
Plans for commercial customers (contracts, relationship man, billing, comm etc) (CF)	Green	Q1	Yellow
WWL setting up Customer functions and teams (CF)	Green	Q1	Yellow
Ongoing review of operational policies – hardship/ debt management (CF)	Green	Q4	Green

Key risks		
Critical resource gaps	Recruitment and workarounds underway. Additional resources secured, key roles remain under pressure and current capacity insufficient to absorb further slippage.	HIGH
Insufficient requirements documentation	Timeframes to detail resource plan, programme and project plans, requirements, scope documentation and project controls. Baseline documentation now in place or underway.	HIGH
No contingency in schedule	Keeping tight controls on scope for Day One delivery with no further variations, given programme is operating within highly constrained timeline with no contingency. Any delay directly impacts critical path, leaving no buffer to recover from issues.	HIGH
Full Day One readiness not in place	Establishing new Tiaki Wai Customer Care team and additional capacity in councils, leveraging the use of manual workarounds in interim period while capability developed. Maintain focus on minimum viable product critical deliverables.	HIGH
Multi-agency complexity	Project continues to be slowed by complexity of working across multiple councils and Wellington Water, with differing priorities, decision-making processes, and operating models continues to present challenges and delays.	HIGH
Fragmented and siloed ways of working	New ways of working are being progressed, with Customer Sponsor Group meeting weekly as a rapid escalation and decision point. Co-design approach being adopted to completed some key project deliverables. Pivot to print delivery bringing cross functional team together to deliver in a more rapid and collaborative way.	MEDIUM

TIAKI WAI



Identity Roll Out

G ! On track with low risk overall.

Highlights from the last period

- Identity roll out update provided to Chief Executive and Board.
- Chief Executive approved project approach, asset priorities and budget.
- Asset conversion completed for a number of key assets, e.g. road cones.
- Cost savings found through robust negotiations for procurement.
- Good progress continues with proactive support from WWL team.

Focus for next period

- Continue Identity project roll out activities, as per Tiaki Wai Board and Chief Executive direction for priority assets, to meet 30 June go-live.

Key interdependencies and challenges

- We are working to ensure there is alignment across Councils, WWL and Tiaki Wai regarding communications roll out.
- WWL team facing competing priorities and resourcing constraints, which may increase risk of delay.
- Project operation under financial constraints.

Key upcoming decisions (ESG/Board/Council)

n/a

Must do by 30 June	RAG	Due date	Risk
Phase 2: Priority A and Priority B within the total budget (DG)	Green	01 July	Yellow
Handover document for the Identity Manager (LDG)	Green	30 June	Green
Day One Identity readiness (DG)	Green	30 June	Green
Alignment of identity and comms for consistency of style and tone (DG)	Green	30 June	Green

In train by 30 June	RAG	Due date	Risk
Handover to Tiaki Wai for initiation of remaining C, D & E assets (DG)	Green	01 July	Green
Brand guidelines and Tiaki Wai culture around use of guidelines (AS)	Green	01 July	Yellow

Key risks		
Brand fragmentation risk, due to partial completion of roll out to assets for Day One.	Accept and prioritise highly visible, highly public, highly reputational, and safety-related assets.	HIGH



Communications, Partnerships & Engagement

G On track overall.

Highlights from the last period

- Public engagement on WSS, Customer Charter and Significance and Engagement policy completed.
- Good engagement with 1100 people participating in the survey and making comments, and over 50 email submissions.
- Billing leaflet distributed with Upper Hutt Q4 rates bills.
- Public information campaign collateral (bus backs, radio and video) finalised and ready to roll out.

Focus for next period

- Communicating directly with community and commercial stakeholder groups to clarify information (email and meetings where appropriate).
- Work with Wellington Water on internal and external communications strategies including media positioning.
- Continuing to roll out public information campaign and billing information.

Key interdependencies and challenges

- Media and external comms dependent on status of ongoing discussions with councils.
- Ongoing work to ensure alignment across councils and WWL

Key upcoming decisions (ESC/Board/Council)

n/a

Must do by 30 June	RAG	Due date	Risk
Tiaki Wai website updated and live (JR, RC)	Green	30 June	Green
Public information campaign completed	Green	30 June	Yellow
Tiaki Wai interim website decommissioned (JR, RC)	Green	07 July	Green
Customer Charter published (JR)	Green	30 June	Green
Customer research priority 2 update, measure where further work needed (JR, PB)	Yellow	30 June	Yellow
Increased customer awareness of how to contact Tiaki Wai & how to pay achieved for Day One (JR)	Yellow	1 July	Green
2026/27 communications strategy (VMcF, JR)	Green	30 June	Green

In train by 30 June	RAG	Due date	Risk
Plan for priority 2 website update (videos, lower-traffic pages) (WWL)	Yellow	Q2	Yellow
Public info campaign, leaflet with first Tiaki Wai bill, Q1 messaging (tbd)	Yellow	Q1	Yellow

Key risks		
Wider sensitivities impact on delivery of public information campaign and identity roll out.	Targeted and focused approach to public information and identity rollout to ensure value for money and impact.	MEDIUM



Work Package: Delivering the WSS & pricing

G I On track for Day One.

Highlights from the last period

- Consultation/engagement continued, including online public hui, ended on 24 April.
- Planning underway for the second (i.e. Year 2+) WSS with WWL.
- Revised high-level financial strategy settings agreed by Board.
- Operating expenditure review completed.
- Progressed budget and forecast revision for final WSS

Focus for next period

- Agree financial strategy settings with Board (DH)
- Confirm updates following public and Partner Committee engagement, and finalise strategy ready for adoption in June (AB)
- Work with WWL to confirm FY26/27 capital programme for delivery
- Continue planning for the second WSS and handover of planning IP and models. (Finance and Strategy teams)
- Commence WSS2 pricing / harmonisation work (WWL)

Key interdependencies and challenges

- Confidence in capital investment programme remains low due to poor information and systems within WWL. FY25/26 forecasts uncertain at an activity level, impacting confidence in accurately reflecting starting debt position. This is an ongoing work in progress but reflects systemic issues within WWL which need to be addressed post Day 1.
- Opening financial position will influence pricing and covenant pathways.

Must do by 30 June	RAG	Due date	Risk
Financial strategy settings agreed by Board (DH)	Green	13 May	Green
Responses to public engagement and Partner Committee feedback agreed by Board (AK, AB)	Green	13 May	Green
Report back to public on feedback (JR)	Green	13 May	Green
Final WSS-1 + supporting policies adopted (S&P, Finance, Comms teams)	Green	11 June	Green
FY26/27 pricing schedule and prices confirmed and comms to customers (DH, AM)	Yellow	11 June	Red
WSS designed and published (JR)	Green	11 June	Green
FY26/27 budgets loaded into WWL financial system for delivery from Day One (SB)	Green	30 June	Green

In train by 30 June	RAG	Due date	Risk
Ensuring WWL are ready to deliver the WSS investment programmes (LF, DH)	Yellow	31 July	Yellow
Supporting WWL with WSS-2 including handover engagement feedback + tool, handover of Mafic model (S&P, Finance + Comms teams)	Green	Q1	Green
Finalise FY25/26 forecast capex and FY26/27 capex programme (LF, AB)	Yellow	31 July	Yellow
Investment prioritisation and programme development support for WSS-2 (LF)	Green	Ongoing	Green

Key risks		
FY25/26 capital programme forecasts are inaccurate and unverified impacting confidence in accurately reflecting starting debt position.	Continue to work with WWL on confirming the capital programme. Chief Executive is aware of the issues with obtaining project forecast certainty.	HIGH
FY26/27 capital programme cost estimates and phasing are not accurate and require reprioritisation of the FY26/27 capital programme causing delays to programme delivery.	Continue to work with WWL on confirming the capital programme. Chief Executive is aware of the issues with accurately forecasting cost.	HIGH

Key upcoming decisions (ESG/Board/Council)	
Financial position, Capex/Opex, Financial support, changes post engagement	13 May
Final Board decision on WSS	11 June
Board sign-off on Financial support	11 June

Work Package: Building capability, culture & workforce

G I Generally on track.

Highlights from the last period

- 5x Tier 2 roles recruitment continued, including Head of Treasury role.
- Development of Culture Foundations and Performance Management refresh.
- Employee Transition Guidelines released to staff – site visits and drop in sessions conducted.
- Letter sent out to all WWL staff from Tiaki Wai CE confirming their transition.
- People transfer process from Councils confirmed all in scope roles and progressed towards offer of employment stage.

Focus for next period

- People transfer process from Council nearing completion.
- Payroll preparations for transition to Tiaki Wai nearing completion and SoW completed.
- Recruitment of Tier 2 roles is nearing completion to appointment stage.
- Recruitment plan for critical roles and rollout of plan begins.
- Capability uplift work from HeatMap and Day One readiness developed into a plan.

Key interdependencies and challenges

- As we work towards 1 July, recruitment activity remains high and needs to be carefully managed between Tiaki Wai and WWL.
- There is a need for increased involvement from the WWL People and Capability Team. This will present capacity challenges which will be worked through with WWL.

Key upcoming decisions (ESG/Board/Council)

n/a

TIAKI WAI

Must do by 30 June	RAG	Due date	Risk
Council staff transfers to Tiaki Wai (KG)	Green	30 June	Yellow
Transition of WWL staff to Tiaki Wai (JW)	Green	30 June	Green
Payroll SoW and payroll transition to Tiaki Wai (JW)	Yellow	Mid May	Yellow
Culture Foundations workshops (JW)	Yellow	May	Green
People policies, low level socialisation of two policies (JW)	Green	30 June	Green
Recruitment of Tier 2 roles to appointment stage (KG)	Green	30 June	Green
Capability gap analysis initial workplan (post-Martin Jenkins JW)	Yellow	30 June	Green
Org design work continuation (JW, KG)	Green	30 June	Green
Day One activities plan (JW, JB)	Green	Mid June	Green
Collective bargaining approach and timeline (JW, WWL)	Yellow	30 June	Yellow

In train by 30 June	RAG	Due date	Risk
Induction into Tiaki Wai and onboarding (JW, WWL)	Yellow	Q1	Green
Day One activities (JW, JB)	Green	31 July	Green
Position management and changes for payroll system (JW, WWL)	Green	Q1	Green
Embedding common purpose and interim values statements in Tiaki Wai (JW, WWL)	Green	Q1	Green
Performance management refresh (JW)	Yellow	Q1	Green
Policies transferred to Tiaki Wai template and branding (JW, WWL)	Green	31 July	Green
Progressing offers of employment for Tier 2 roles (KG)	Green	31 July	Green
Capacity and capability uplift plan for implementation (JW, WWL)	Green	Q1	Green
Org design work continuation (JW, KG)	Green	Q2	Green
Collective bargaining preparation (JW, WWL)	Yellow	Q2	Yellow

Key risks		
Collective bargaining – approaching final expiry of current collective agreement (end November 2026).	Escalated to Chief Executive and acting Chief of Corporate Services.	MEDIUM

Work Package: Customer billing & payment



Governance through the Billing Sponsors Group (BSG) is now shifting more explicitly to delivery assurance, risk management, and maintaining momentum toward billing issuance. A recent check-in with BSG indicated that all councils currently assess their status as Amber, trending Green, with core capabilities largely in place.

Highlights from the last period

- First round of review and feedback on the Billing & Collections Statement of Work – on track for finalisation end of May.
- Council interim billing system configuration completed and testing commenced. Tiaki Wai has third party assurance over the testing process via TTC.
- Council recruitment largely completed with many of the key roles filled.
- Launch of content on the interim Tiaki Wai website including payment channel information and direct debit forms.

Focus for next period

- Councils are leading end-to-end testing across systems, people and processes, with support and assurance from TTC.
- Agree the go-live decision-making framework with BSG, to be incorporated into the second IQA review, and commence the review.
- Complete recruitment and onboarding of council staff supporting interim billing delivery.
- Finalise the Billing & Collections Statement of Work.
- Progress and implement approach for high-value and key customers
- Bring payment channels into operation, including ANZ and NZ Post, and complete the majority of the HCC Payble implementation.

Key interdependencies and challenges

- Testing timeframes are tight, with minimal tolerance for delays or significant issues. The timeline for final pricing approval by the Tiaki Wai Board, and subsequent confirmation, validation, and implementation through councils, also provides very limited contingency.

Key upcoming decisions (ESG/Board/Council)

Status update – Risk position, commercial customer strategy, direct debit approach and cashflow implications	12 May
Board agree provision revenue requirements	13 May

Must do by 30 June	RAG	Due date	Risk
Billing and collection Statement of Work (SC, MW)	Green	29 May	Yellow
Pricing FY26/27 confirmed and tested (SC, AM)	Yellow	Mid-June	Red
Billing solution implemented and tested x4 (SC)	Yellow	29 May	Red
Payment channels tested and activated – ANZ and NZ Post (SC)	Green	29 May	Red
Direct debits live – forms, loading, processing (SC)	Green	30 April	Yellow
Customer contact channels in place – 0800, email, webform (DG)	Green	Mid-June	Red
Escalation pathways confirmed (SC)	Yellow	Mid-June	Yellow
Tiaki Wai operations in place – finance, customer, etc	Green	Mid-June	Yellow
Customer model by segment – high value res/comm, non-res, etc (DG)	Yellow	30 April	Yellow
Resourcing for council billing teams – onboarded and trained (SC)	Green	29 May	Yellow
Payble live – HCC	Green	30 June	Yellow
Knowledge hub content loaded – billing specific (PB)	Green	Ref: Comms	Green
IQA review 2 completed (SC)	Green	Mid-June	Green

In train by 30 June	RAG	Due date	Risk
First invoice ~155k connections issued late July-early August (SC)	Yellow	31 July	Red
Payable implementation – PCC, WCC and UHCC (SC)	Yellow	01 Oct	Yellow
Reminder notice for overdue payments at 30/09 (SC)	Green	30 Sep	Yellow
Financial reporting in place and tested (SF)	Green	Mid-July	Yellow
Hardship support activated (SF, SC)	Green	Mid-July	Yellow
Surge management planning and response (SC)	Yellow	Q1	Red
Tiaki Wai org/management structure to support interim billing transition	Yellow	Ongoing	Yellow
Transition support (SC)	Yellow	Ongoing	Yellow

Key risks

Testing and pricing are on a shared critical path with minimal contingency, requiring final pricing decisions to be confirmed, configured, and validated within tight timeframes while testing is still underway.	HIGH
Delivery for go-live is dependent on a multi-council, multi-vendor model with interdependent payment channels, leaving limited ability to absorb issues in the lead-up to invoice issuance.	HIGH



Work Package: Interim services & IT transition

G ↔ Generally on track

Highlights from the last period

- Implementation of the technical transition plan is progressing as planned. This work is being led by WWL with oversight from Tiaki Wai.
- TSI phase zero is continuing as planned. WWL has indicated timing for the programme business case has slipped from May to June.
- 0800 number secured (0800 TIAKI WAI)
- Template for interim services agreement drafted and being managed across other contributing work packages (customer, billing, finance, workforce).

Focus for next period

- Continued support for TSI Board discussions including alignment with WWL on the business case approval approach.
- Confirm payroll data migration approach for staff transitioning from Councils to Tiaki Wai.
- Commence external development work to deliver key website changes including webforms and paperless DD solution.

Key interdependencies and challenges

- Dependency on WCC to develop SLAs for HR/Payroll and Finance, being actively managed.
- Costs with interim service agreements with WCC (finance and payroll) will include additional costs over current WWL arrangements, on a cost recovery basis.

Key upcoming decisions (ESG/Board/Council)

TSI business case approval (to be confirmed by WWL)	03 June
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Must do by 30 June	RAG	Due date	Risk
IT transition plan delivered (MS tenant trans/devices/VPN/branding, IVR)	Green	30 June	Green
Payble live for HCC	Green	30 June	Yellow
Website tech changes (re-skin) and additional content (webforms)	Green	30 June	Green
Paperless direct debit process available on Tiaki Wai website	Green	30 June	Yellow
Interim HR/payroll/finance technical arrangements in place with WCC	Green	30 June	Green

In train by 30 June	RAG	Due date	Risk
Determine approach to P2 interim customer/billing arrangements post Day One	Green	TBD	Green
Ongoing TSI programme delivery	Green	n/a	Yellow
Ongoing Payble implementation for PCC, WCC and UHCC	Yellow	1 Oct	Yellow

Key risks

Implementation of paperless direct debit requires a more complex technical approach than anticipated. Risk that this work may not be completed by 1 July.	Review of proposed vendor approach to be completed.	MEDIUM
Formal agreement to implement Payble has not been received from PCC, WCC and UHCC. Approval confirmation required so that delivery plans can be confirmed.	To be escalated to the Council CEs.	MEDIUM



Work Package: Day Two Roadmap

G ↔ On track.

Highlights from the last period

- The draft Change Impact Heat Map is mostly completed and ready to be finalised
- More detailed work to scope up high impact areas has begun.
- The Day Two and Handover Plan are being drafted .
- New PM resource has started and pace has increased

Focus for next period

- The discovery and planning phases for high impact will be completed.
- WWL and Tiaki Wai to work together to prepare for change in the high impact functions.
- The Day Two and Handover Plan continues development.
- The plan to wind down and integrate the Establishment Team is agreed.

Key interdependencies and challenges

- Availability of key staff at WWL to begin preparing for change in the high impact areas.
- System and processes are able to be adapted to implement change ready for Day One.
- Maintaining continuity of critical Establishment Team members as the Establishment Team winds down and integrates into Tiaki Wai.

Key upcoming decisions (ESG/Board/Council)

n/a

Must do by 30 June	RAG	Due date	Risk
Heat map completed (LB)	Green	30 June	Green
High impact areas identified (LB)	Green	15 May	Green
High impact areas have an action plan in place (LB/WWL)	Green	30 June	Green

In train by 30 June	RAG	Due date	Risk
Handover document (LB)	Green	31 July	Green
Medium and low impact areas identified (LB)	Green	31 July	Green

Key risks		
Retaining critical Establishment Team resources beyond 30 June.	Early work to resolve who is needed beyond 30 June, procurement plan in place and early conversations with key staff.	MEDIUM
Smooth handover of critical establishment <i>In Train</i> tasks to Tiaki Wai to allow work to continue.	Identify in train tasks and plan handover to Tiaki Wai, ensuring there is resource in place from 1 July to receive work to date.	MEDIUM



Partners' Committee

21 May 2026

Report no: PCTW2026/3/133

Updates to the draft Water Services Strategy, Community Charter and Significance and Engagement Policy

Purpose of Report

1. This report:
 - a. summarises the feedback received from public engagement on the draft Water Services Strategy, Customer Charter (now called Community Charter) and Significance and Engagement Policy;
 - b. summarises the proposed updates to these documents; and
 - c. seeks the Partners' Committee's approval of the Tiaki Wai Significance and Engagement Policy, as required under section 37(3)(b) of the Local Government (Water Services) Act 2025 (LGWSA).

Recommendations

That the Committee:

- (1) receives and notes the report;
- (2) notes the updates proposed to the:
 - a. Water Services Strategy;
 - b. Community Charter;
 - c. Significance and Engagement Policy; and
- (3) approves the proposed Tiaki Wai Significance and Engagement Policy attached as Appendix 2 to the report.

Background

2. Engagement on the draft Water Services Strategy, Customer Charter and Significance and Engagement Policy was undertaken between 25 March and 24 April 2026 through a mix of community webinars, stakeholder meetings, online engagement, social media, newsletters and newspaper advertising. The engagement approach aimed to balance transparency with the practical constraints of time and resources, with feedback primarily gathered through an online Have Your Say website.
3. The engagement attracted over 12,000 unique website visitors, generated 1,099 contributions and resulted in 368 people registering to receive updates from Tiaki Wai. Most of the feedback received relates to the Water Services Strategy. Appendix 1 provides a full summary of public engagement feedback on the draft Water Services Strategy, Customer Charter, and Significance and Engagement Policy.

Discussion

4. The most prominent theme in the feedback received on the draft Water Services Strategy was regarding the perceived unaffordability of proposed water charges. Equity between the size of households, differences in income or urban and rural locations, and interface with rates were also prominent themes. Comments on charges are also related to the use of water meters, with support for this mixed. Accountability and transparency also came through strongly, with support shown for additional regulation of Tiaki Wai.
5. The final Water Services Strategy will consider and respond to this feedback, as well as ongoing review of the capital expenditure profile, updated operating expenditure assumptions, growth-related infrastructure costs assumptions and price pathway.
6. The Tiaki Wai Board will be asked to adopt the final draft of the Water Service Strategy at its meeting on 11 June 2026, where the following updates will be considered:
 - a. Average water charges for 2026/27 that are lower than those proposed in the draft Water Services Strategy, and lower projected increases in future years.
 - b. A stronger commitment to:
 - i. enabling the forward work programme and supporting local business.
 - ii. Te Wai ora o Parirua –Porirua Harbour Accord and acknowledging waterways of significance to mana whenua
 - iii. leveraging customer and wider community insights as a means of informing investment priorities, including how best to implement a customer reference group and other means of engagement. This needs to include both paying and non-paying members of the community.

- c. Adjustments to some level of service targets to better reflect recent historical performance and consideration of the state of the assets Tiaki Wai is inheriting.
7. The final Water Services Strategy will also include a summary of the key themes from the public engagement process and how they have been addressed, including a summary of the comments provided by the Partners Committee on the Draft Water Services Strategy, as required by Schedule 3, Part 9 of the Local Government (Water Services) Act 2025.
 8. Some aspects of the public feedback reflected that people have, to date, had relatively little time to become familiar with Tiaki Wai and absorb all the relevant information. This highlights the importance of continuing to communicate proactively, providing accessible information, and explaining what is happening and what is planned. The insights from public engagement will inform ongoing communications and engagement activity
 9. Much of the feedback received will also be valuable in developing the 2027 - 37 Water Services Strategy. Planning for this strategy is underway.

Community Charter

10. Feedback on the draft Customer Charter generally supported the intent of the document but considered it too high-level, with submitters seeking clearer service standards, stronger accountability, greater transparency in performance, improved communication, and stronger recognition of affordability and customer support needs.
11. The Partners' Committee feedback asked that the Charter be more explicit about the commitment to the wider community. Tiaki Wai acknowledges its responsibility to everyone who uses the water networks, including all residents, occupiers, tenants, and visitors within the service area. For this reason, the Charter has been renamed the Community Charter, signalling that its commitments apply to the broader community of all water users.
12. The final Community Charter will also include active links throughout the document to the service performance measures and targets as set in the Water Services Strategy, complaints and disputes resolution processes, water charges and pricing information, information on payment support, and network fault reporting. A stronger explanation of the transitional high-level nature of the Community Charter, and a commitment to further development and review in 2027 as the Tiaki Wai customer functions mature, will also be included.

Significance and Engagement Policy

13. Pursuant to section 37(3) of the LGWSA, Tiaki Wai is required to follow certain process steps when preparing its first Significance and Engagement Policy. This includes a requirement to engage with its shareholders, consumers and communities and, following that engagement, ensuring that Tiaki Wai obtains approval of its proposed policy from its shareholders before it is adopted.

14. Partners' Committee feedback on the draft Significance and Engagement Policy was sought during the joint consultation with the Water Services Strategy and Customer Charter. The feedback received from both the public and the Partners Committee on the draft Significance and Engagement broadly supported its intent while highlighting the need for clearer communication, earlier, more meaningful engagement, and greater transparency in decision-making and in responsibilities. A strong theme was the expectation for greater accountability and clearer demonstration of how public feedback has influenced decisions and outcomes.
15. In response, the Significance and Engagement Policy has been updated to include:
 - a. an update to the accessibility principle to better reflect the need to respect cultural and other individual differences of the communities Tiaki Wai serves;
 - b. guidance on the typical decision process, from consultation to confirmation; and
 - c. an explanation of how Tiaki Wai will identify interested stakeholders and be transparent about who they are.
16. The final proposed Significance and Engagement Policy is provided as Appendix 2, noting there is a review date of 30 June 2027.
17. Approval from the Partners' Committee is sought, noting that the Terms of Reference (Schedule 3 of the Partners Agreement) state that it is the responsibility of the Committee to engage with Tiaki Wai as part of the preparation of its Significance and Engagement Policy (which has now concluded), and then "approve the proposed policy" (see clause 2(h)).

Next Steps

18. The final Water Services Strategy, Community Charter, and Significance and Engagement Policy will be provided to the Tiaki Wai Board for adoption at the 11 June 2026 Board meeting.
19. If no changes are required to the documents following the Board meeting, it is intended that all three will be shared with the Partners' Committee on 15 June 2026 and then published on the Tiaki Wai website on 16 June 2026. These dates are subject to confirmation at the 11 June 2026 Board meeting.
20. The Partners' Committee will be asked to note the Water Services Strategy at its meeting in August 2026.

Appendices

No.	Title	Page
1 ↓	Appendix 1: Summary of public engagement feedback on the draft Water Services Strategy, Customer Charter, and Significance and Engagement Policy	39
2 ↓	Appendix 2: Significance and Engagement Policy	54

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Approved by: Michael Brewster, CEO
Tiaki Wai

Summary of Feedback on the Tiaki Wai Draft Water Services Strategy, Customer Charter and Significance and Engagement Policy

Purpose of this document

This document provides a summary of feedback received by Tiaki Wai on the following documents:

- Draft Water Services Strategy
- Draft Customer Charter
- Draft Significance and Engagement Policy

These documents and supporting information including the Tiaki Wai at a glance document, Q+A, and supporting policies were all available on the Tiaki Wai engagement website haveyoursay.tiakiwai.co.nz. Documents were available at public premises such as councils and libraries.

Overview of engagement and feedback

Engagement was primarily online. Two public community webinars were held, with recordings of these made available online. There were online meetings with key stakeholders – the Wellington Te Hononga o Te Upoko (Wellington Catchment Collective), and there was an event with water sector businesses.

Tiaki Wai also engaged with elected members across all shareholding councils in the lead-up to public engagement.

Public engagement began on 25 March and closed on 24 April 2026 at 12pm. People were able to provide feedback via the online survey, by email (haveyoursay@metrowaterwellington.co.nz) or post.

Engagement statistics

There has been a high-level of engagement demonstrated by:

- 12,017 visits to the Tiaki Wai website between 25 March to 24 April 2026
- 1099 survey responses (including detailed feedback)
- 58 emails.

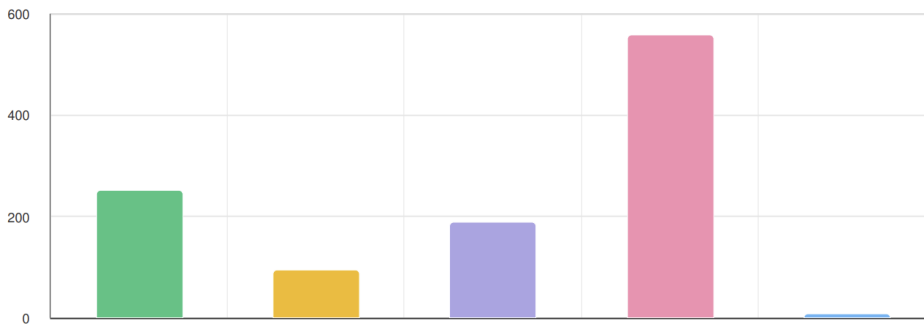
The vast majority of submissions (survey responses and emails) were from individuals, and a very small percentage (approximately 2%), from organisations that included Wellington City Council, residents associations, environmental groups, and businesses.

Survey results

The survey was comprised of 10 questions. Responses to these are summarised below.

Question 1: *Which City Council area do you live in?*

The highest number of respondents were Wellington City residents, followed by Hutt City, Upper Hutt, then Porirua residents with less than 1% of respondents non-residents.

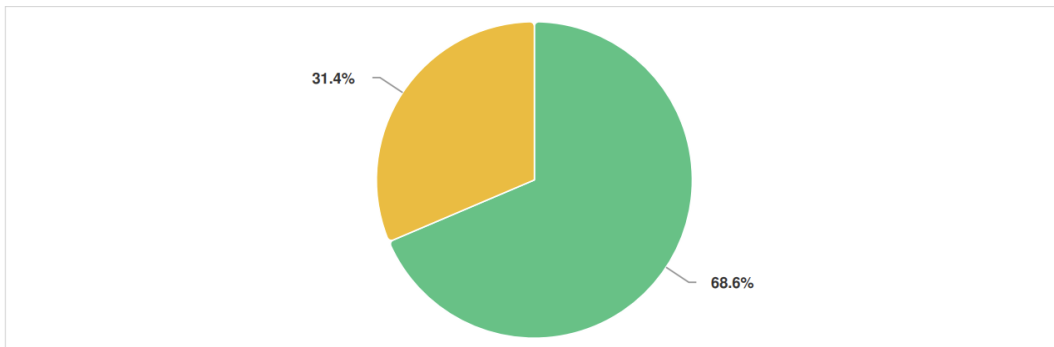


Question options	responses	%
● Hutt City	251	22.8
● Porirua City	94	8.6
● Upper Hutt City	188	17.1
● Wellington City	557	50.7
● I do not live in the area covered by Tiaki Wai	9	0.8

1099 responses - 0 skipped
 Question type : Checkbox Question

Question 2: Have you heard of Tiaki Wai before?

Nearly 70% of people responded that they had heard of Tiaki Wai as opposed to 31.4% who had not.



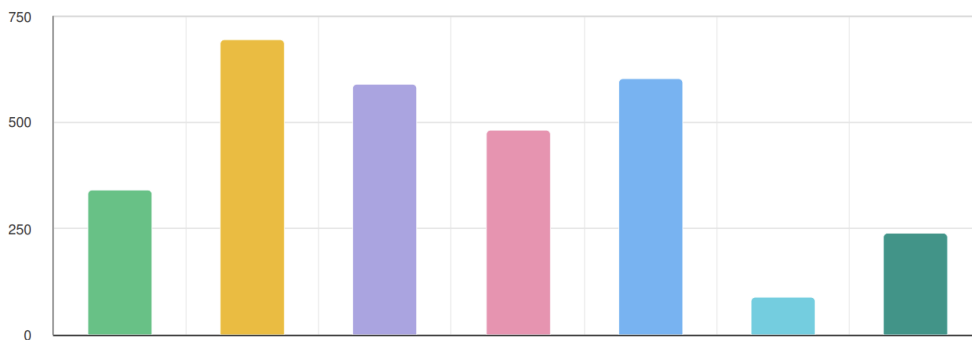
Water service priorities

Question 3: What matters most to you when it comes to your household or business? Please select the three that are most important to you.

The top three issues of most importance were:

- Quality of drinking water
- Clear and consistent pricing and billing
- Infrastructure maintenance

The lowest ranking issue was excellent customer service.



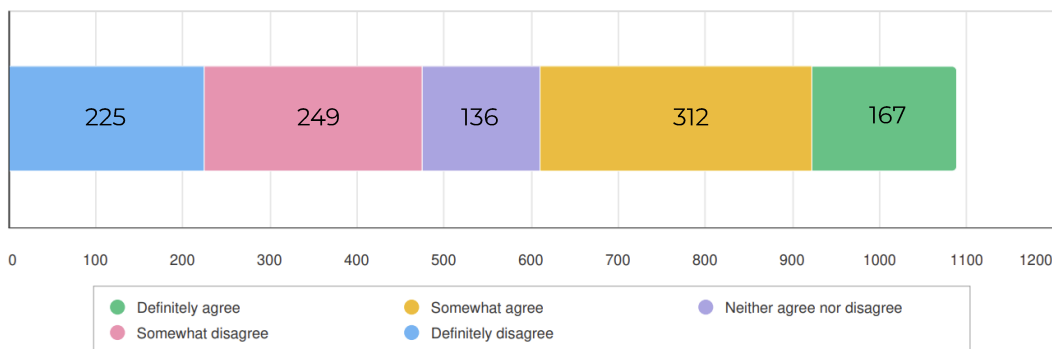
Question options	responses	%
Reliability of supply (eg, there is enough water at all times with no restrictions in dry periods, water always comes out when I turn on a tap).	341	31.7
Quality of drinking water (safe to drink, taste, odour, colour).	693	64.4
Infrastructure maintenance (well-maintained pipes and systems to prevent leaks, reduce flooding, and other problems).	590	54.8
Safe and effective wastewater management (treating and safely disposing of your sewage/waste from your sinks and toilets, while protecting the environment).	480	44.6
Clear and consistent pricing and billing (eg, transparent pricing, clear and accurate bills, flexible payment options, no hidden fees).	601	55.9
Excellent customer service (eg, accessibility, responsiveness, proactivity).	87	8.1
Sustainability and environmental responsibility (eg, reducing contamination of waterways, water conservation programmes, and encouraging efficient usage).	240	22.3

Optional question · 1076 responses · 23 skipped
Question type : Checkbox Question

Finding the balance

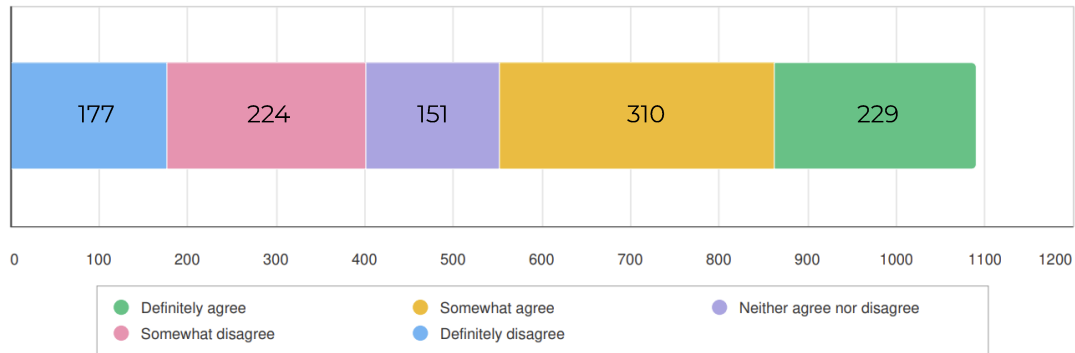
Question 4: Water Services: Please indicate your level of agreement: is it important to get on with network improvements that will deliver better services for our children and grandchildren, even if it means paying more through water services charges?

Respondents were split on this question. and 44% (479 people) definitely agreed or somewhat agreed to this statement; 12.5% (136) were neutral; and 43.5% (474 people) somewhat or definitely disagreed. 11 people skipped this question.



Question 5: Environment: Please indicate your level of agreement with this statement: it is important to reduce contamination of our waterways from wastewater and stormwater, even if it means paying more through water services charges.

Almost half (49.4%) of people definitely agreed or somewhat agreed with the statement; 13.8% were neutral; and 36.7% somewhat or definitely disagreed.



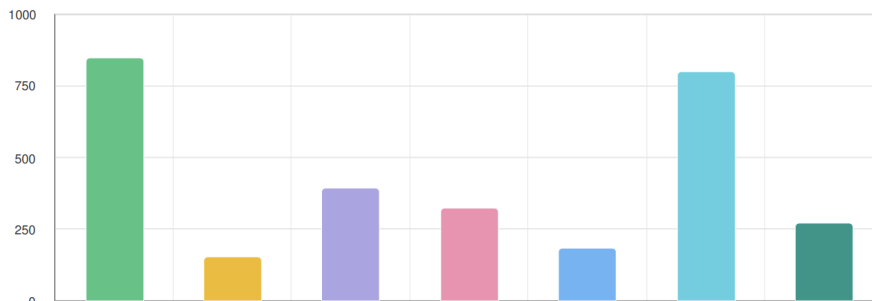
Caring for our customers

Question 6: Which of these commitments in the **Customer Charter** are most important to you? Select your top three.

The top three commitments selected as most important were:

1. Safety and quality of drinking water supply, wastewater and stormwater
2. Fair and transparent pricing with clear and accurate bills
3. Responsive services

The commitment that was selected the least was respect and integrity in our dealings with you.



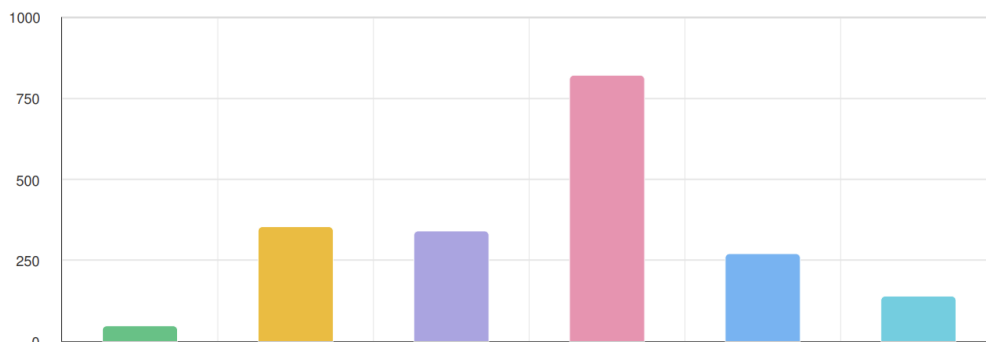
Question options	responses	%
● Safety and quality across drinking water supply, wastewater and stormwater.	847	78.4
● Respect and integrity in our dealings with you.	152	14.1
● Responsive services - we're easy to contact, we respond promptly and communicate clearly if circumstances change.	392	36.3
● Environmental protection.	325	30.1
● Engagement and partnership - we involve customers and mana whenua in shaping our services.	182	16.8
● Fair and transparent pricing with clear and accurate bills.	800	74.0
● Support for vulnerable or disadvantaged customers.	269	24.9

Optional question - 1081 responses - 18 skipped
 Question type : Checkbox Question

Question 7: The decisions Tiaki Wai makes will affect residents, businesses and communities in different ways. Our **Significance and Engagement Policy** sets out how we plan to engage with you on significant documents, projects or proposals. How would you like to hear from Tiaki Wai?

Respondents could select as many options as they wished.

76% of respondents indicated they would like to hear from Tiaki Wai by email, with nearly a third indicating they would like to hear from Tiaki Wai through its website, or social media; 25% via a letter or flyer in the mailbox; and nearly 13% via an app.



Question options	responses	%
Other (please specify)	46	4.2
Tiaki Wai website	352	32.5
Social media	340	31.4
Email	821	75.8
Letter or flyer in your mailbox	270	24.9
Via an app	138	12.7

Optional question - 1083 responses - 16 skipped
 Question type : Checkbox Question

Written feedback received from survey comments and by email

The next section of the survey offered respondees a chance to provide any other feedback they would like to offer in relation to the Water Services Strategy, the Customer Charter and the Significance and Engagement Policy (Questions 8, 9, and 10 respectively).

The number of respondents that commented on each document was as follows:

- 781 people provided feedback on the draft Water Services Strategy (Q8)
- 423 people provided feedback on the draft Customer Charter (Q9), although a proportion of this was additional comment on the draft Water Services Strategy
- 368 people provided feedback on the Significance and Engagement Policy (Q10), although again this contained comment on the draft Water Services Strategy Strategy.

Some of the survey responses ranged from very brief responses to more extensive feedback. The written feedback received via the survey has been considered alongside that raised by email in the sections that follow.

Feedback on the draft Water Services Strategy

Overview

The majority of respondents commented on the unaffordability of water service charges, expressing concern about the costs, the risk of causing hardship and that they may consider leaving the region. People also commented on the need for equitable charging, including for lower use households and support for pensioners, beneficiaries and low-income householders.

In relation to delivery, support was expressed both for water meters (as it can help enable volumetric charging); and against (due to the cost). Many submitters commented on the importance of 'doing the basics' such as maintenance and renewals.

Accountability and transparency was another key theme – both in terms of accountability of past Councils, but also support for Commerce Commission oversight of Tiaki Wai moving forward.

People submitted on the importance of a taking a 'whole-of-catchment' approach to delivering water supply, wastewater, and stormwater services and improving water quality.

In summary, while there is a general agreement that the infrastructure is in crisis and must be fixed, significant concern was expressed with the current proposed approach to charging and the ability to deliver value for money.

The key themes are :

- Water service charges
- Accountability and transparency
- Water services delivery
- Environmental, catchment management, and stormwater
- Iwi/Māori and Te Mana o te Wai
- Growth
- Need for reform
- Feedback on the engagement process

Each of these themes is discussed in more detail below.

Water service costs and charges

The majority of feedback commented on water service costs and charges, primarily on the affordability and equity of the proposed 2026/27 charges and projected charges over the ten year period (from an average of \$2,100 to \$6,800 by 2036). This was variously described as unaffordable and excessive.

People commented on the interface with rates, queried how non-serviced properties would be treated, and commented or asked questions on billing. A desire for central government investment, rather than ratepayers shouldering the cost was another key theme. The feedback is discussed in more detail below.

Affordability: the majority of people commented that the proposed charges, particularly over the ten-year period would be unaffordable for them, particularly when considered alongside cost-of-living increases (eg, inflation, rising mortgage rates, insurance increases and higher energy prices), and combined with rates rises. People expressed that this would create cumulative hardship for them, cause stress, and force them into debt and/or to consider leaving the region.

Significant concern was raised by and for pensioners, beneficiaries, and those on low incomes and/or facing job insecurity. Grey Power feedback emphasised the extreme stress on seniors on fixed incomes. It stated that it required more time and information to adopt a firm view. It was noted that

a \$6,800 bill (the projected 2036/37 average inflated charge) would consume nearly 24% of a standard [current] pension (although this is comparing inflated costs, with a pension as it is today). Those with average incomes also noted meeting the charges would be a challenge.

People sought more information about available concessions, or further information about hardship assistance or means-testing.

Feedback from businesses/industry expressed concern with the costs. For example, the Kilbirnie, Rongotai and Lyall Bay Business Improvement District submitted that the proposed approach “shifts substantial cost onto businesses without sufficient recognition of their current ever-increasing financial pressures, nor adequate mechanism to mitigate economic harm from infrastructure failure or investment decisions”.

Equity: Feedback about perceived inequitable distribution of costs was received in relation to high vs lower-usage customers, different housing types, size of household, and urban or rural properties that are unserved (or partially unserved eg for stormwater or wastewater).

On capital value (CV) vs usage, many argued that linking water charges to property value is unfair, as CV does not reflect actual water consumption. For example, a single person in a high-value home may pay more than a large family in a lower-value home.

Intergenerational inequity attracted lots of feedback with current residents feeling they are being unfairly responsible for paying for decades of under-investment by previous councils.

Comments on usage were also often tied to comments on the use of water meters (discussed below under the 'water services delivery' theme).

Differences across Council areas was another area of feedback. Many people questioned why they should have to subsidise those in another Council area. Residents in areas such as Upper Hutt and Porirua expressed concern that they are required to subsidise infrastructure repairs for “the more neglected” Wellington City network. Some submitters requested clear, transparent reporting showing how much revenue from Upper Hutt is being reinvested into the local network versus being diverted to regional hotspots (such as Wellington CBD).

Those on tank water and septic wastewater systems expressed concern that they will be charged for services they do not receive. People sought clear, transparent mapping of which properties are classified as served or unserved and the charges that apply or where these are exempt.

Comment was also received from community groups. The Island Bay Natural Heritage Charitable Trust highlighted the unfairness of being charged “sludge levies” and water rates on a nature reserve with no toilets or water infrastructure.

Price path: More specific comments from submitters on the price path included comment that the price path is a financial-engineering driven price path, not a service-driven one. Some submitters noted the draft Strategy was not clear in stating that renewal activity is a capital investment.

Some submitters raised concern with the need for revenue to be set so Tiaki Wai can meet a 9% FFO-to-debt covenant. The main issue raised with this element of the financial strategy was the perceived front-loading of costs onto today's households and treating a 50-100 year rebuild like a short-term operating expense. Comment was made that a genuine intergenerational approach would align repayment with asset life and deliver a more stable, affordable price path.

Interface with rates:

People provided feedback that there need for greater transparency of how separate water charges would reduce Council rate bills, and an expectation for this to occur in a 'cost-neutral' manner.

Billing queries: People sought clear, itemised bills with plain-language explanation of the charges, concessions and how to get help. They also commented on the need for predictable billing schedules.

Responsibility for paying the bill – and whether it should sit with the landlord or tenant was another area that people provided feedback on.

Many people commented on the Debtors' Management and Hardship Policy, including that the hardship provisions do not apply to landlords or the fixed-charge component of the bill.

A few people simply noted they wouldn't pay the charges; others sought stronger consumer protection on billing disputes.

Central government investment: The need for central government investment, rather than just costs being met by ratepayers, was another key theme that came through alongside commentary on the costs and charges.

Key changes sought in relation to costs and charges included:

- Reduce charges by spreading the cost: use long-term borrowing (20-30 years) to spread the financial burden across generations.
- Reduce rates: confirm that council rates will decrease by the same amount now being charged separately for water.
- Establish hardship protections: establish a 'gold card' discount or a hard cap on water charges as a percentage of household income or if a water bill exceeds the percentage of disposal income, offer relief proactively.
- Incorporate economic impact considerations into the Strategy and introduce financial mitigation measures for businesses impacted by both cost increases and infrastructure failures.
- Unserviced properties: some people who maintain their own septic/tank systems are seeking a "no service, no pay" guarantee and/or financial incentives in the form of rebates for households that install rainwater harvesting systems or stormwater detention tanks to reduce the overall load on the public system.

Accountability and transparency

Feedback indicated there is scepticism regarding the transition from Wellington Water to Tiaki Wai. Many view it as a "rebranding" of a suboptimal organisation with the same staff but with higher salaries.

Numerous respondees called for Commerce Commission oversight to monitor price-setting, efficiency and capital expenditure, and ensure Tiaki Wai is subject to comprehensive regulation like electricity lines companies and not operating as an "unregulated monopoly".

One submitter requested the establishment of an independent "Consumer Review Board" or advocacy group to monitor decision-making from the perspective of the ratepayer and advocate for transparency.

Transparency of charges was a key theme with some people seeking water costs as a percentage of median disposable household income to be monitored and reported on, with a strategy review process when the threshold is breached.

People also requested that there be public monitoring and comparison of Tiaki Wai's performance and costs against other regional entities (such as Watercare) to ensure that Wellingtonians are not overpaying for equivalent services.

Some people feel the new entity was forced upon them without a public vote or a clear democratic mandate. Some also called for Councils/Councillors to be held accountable for the higher costs of delivery now.

Key changes sought in relation to accountability and transparency included:

- Demand for Tiaki Wai to have oversight from the Commerce Commission (note: this is already provided for under the Local Government Water Services Act).

- Establish an independent “Consumer Review Board” or advocacy group to monitor decision-making from the perspective of the ratepayer and advocate for transparency (note: this is already an expectation in the Statement of Expectations).

Water services delivery

Some submitters commented on the importance of forward planning and visioning. Zealandia Te Māra a Tāne on behalf of Kia Mouriora Te Kaiwharawhara encourages Tiaki Wai to establish a long-term vision to support intergenerational thinking and help the community to imagine the future the organisation is striving to create.

Feedback on the delivery of water services commented that Wellington Water had relied too much on the larger contractors who had overcharged for services. Some submitters commented on the need for competitive tendering to ensure better value for money. People also expressed support for the use of smaller, local civil contractors to build regional capacity. There was a strong call to end outsourcing of critical facilities (like the Moa Point Treatment Plant) to foreign companies. The Kilbirne, Rongotai and Lyall Bay Business Improvement District submitted that the Moa Point Treatment Plant fail highlighted the “system risk from public infrastructure failure” resulting in significant economic impacts (ie, reduced visitors and revenue).

In relation to water meters, a number of respondents asked that water meters be implemented more quickly than planned in order to enable a ‘user-pays’ model to ensure both fairness and to encourage water conservation.

Conversely, there was also opposition to water meters, with some arguing that the \$500-590 million estimated cost for meters should instead be spent on fixing leaking pipes, referring to the fact that approximately 40% of treated water is currently lost to leaks.

Submitters urged priority be given to “getting the basics right” – fixing leaks and maintaining core pipes, before funding “nice-to-have” projects or vanity council initiatives (with comparisons made to cycleways).

Key changes sought in relation to delivery included:

- Develop a long-term vision to support inter-generational thinking and understanding of the future state Tiaki Wai aims to achieve.
- Procurement: end reliance on the ‘Alliance’ model with Tier 1 contractors and competitively tender physical work and consulting contracts with priority for local contractors to build regional capacity and reduce costs.
- “Dig-once”: coordinate with Councils for roading, and telecommunications companies to ensure a road is dug once and underground work is undertaken simultaneously.

Environmental, catchment management and stormwater

Some submitters provided feedback that the principles of Te Mana o te Wai are central to the Strategy and that water should be considered a tāonga (treasure) to be protected.

People expressed support for a ‘whole-of-catchment’ approach reflecting Ki Uta Ki Tai (from mountains to the sea) and managing all urban awa from their headwaters to the ocean. Comments emphasised the need to consider the water system as a whole, including the potential for nature-based solutions and better stormwater management to mitigate flooding.

Wellington City Council requests that Tiaki Wai review the stormwater levels of service proposed for 2026/27 in light of the 20 April flooding event and comparable recent weather events. It also requests that Tiaki Wai bring forward the development and delivery of the stormwater network risk management plan to be delivered earlier than the three-year timeframe prescribed by the Local Government (Water Services) Act 2025 and prioritise areas adversely affected in the recent events such as the southern communities of Wellington City.

People sought that Tiaki Wai fosters meaningful relationships with active urban restoration groups (eg, Kumutoto Restoration Project and Kia Mouriora Te Kaiwharawhara) to utilise local knowledge, expertise and volunteer efforts in catchment care; and develop clear mechanisms for ongoing community input.

Kumutoto Restoration Project submitted that the Strategy should be amended to include mention of more streams that are designated as sites of significance for mana whenua in the Wellington District Plan.

People noted the lack of specific metrics for water quality improvement and the omission of “odour complaints” and “sewerage overflows into streams” as tracked Key Performance Indicators (KPIs). Your Bay Your Say (from Porirua) advocates for safe water recreation and improved reporting on overflow non-compliance at PS35 in Porirua.

Key changes sought in relation to the environment included:

- Review the proposed levels of service for 2026/27 and bring forward the development of the stormwater network risk management plans and prioritise investment in Wellington City areas adversely affected by the April 2026 flooding event and comparable events.
- Include reference to additional streams in section 10 of the Strategy as these are designated as sites of significance to mana whenua in the Wellington District Plan.
- Add KPIs for odour complaints and wastewater overflows into streams
- Encourage or mandate the installation of greywater systems in new builds for non-potable uses like toilet flushing and garden irrigation to reduce demand for water supply.

Iwi/Māori and Te Mana o te Wai

As noted above, people commented that the principles of Te Mana o te Wai are central to the Strategy. People provided feedback that it was important to ensure that mana whenua are involved in decision-making regarding freshwater outcomes, particularly for sites designated as significant in district plans.

One submitter commented that the need for a regional model must reflect Te Tiriti o Waitangi in both structure and outcomes, including recognising that relationships with mana whenua are place-based, and that decision-making should remain connected to local communities rather than being overly centralised: “A regional approach should not dilute local voices or responsibilities but instead strengthen them”.

Growth

Growth-related feedback was limited but consistent in its focus on fair cost allocation rather than growth itself. Submitters generally supported the principle that growth should pay for growth, expressing concern that existing households may otherwise bear an unfair share of infrastructure costs. Several submitters also commented that central government should contribute to the pressure put on infrastructure by the mandated intensification of housing.

There was a clear expectation that the Strategy should strengthen how growth is funded and provide more concrete detail on how costs will be allocated over time, including a timetable for improvements. Overall, the concern is less about accommodating growth, and more about ensuring that the financial burden of growth-related infrastructure is distributed more equitably between new development and existing customers.

Feedback was also provided supporting the establishment of a formal framework between Tiaki Wai, Councils, Waka Kotahi and other regional authorities to coordinate land-use and development decisions to prevent runoff from overwhelming the water services networks.

Need for reform

Some submitters commented that the situation illustrates the need for more than incremental adjustments – “it requires structural reform” to amongst other reasons ensure that the financial burden is shared fairly across generations rather than falling on today’s households.

Feedback on the engagement process

People commented via the survey and submissions on the engagement process. A number of survey respondents commented on flaws with the survey, including with the ability to submit the survey. Some noted that survey questions were loaded requiring trade-offs between core services. The Churton Park Community Association (CPCA) criticised the robustness of the modelling and the adequacy of public engagement.

Customer Charter

Approximately 110 people provided specific comment on the Customer Charter.

Public feedback on the draft Customer Charter showed strong interest in ensuring the Charter is a practical and meaningful accountability document, rather than a high-level statement of intent.

Overall, public feedback supports the idea of a Customer Charter, but many submitters felt the current draft needs to move beyond high-level commitments and become a more practical, specific, and accountable document. The strongest expectations were for:

- affordability protections
- measurable service standards
- transparent pricing and billing
- stronger customer service commitments
- clearer accountability and enforceable outcomes

As costs increase and water charging becomes more visible to households, many respondents expect the level of transparency, responsiveness, and accountability to increase significantly as well.

Affordability and financial hardship

Affordability was the strongest and most consistent issue raised across public feedback.

Many submitters considered that the draft Charter does not adequately address the affordability of future water charges. There was strong concern about the impact on low-income households, with some submitters noting that hardship policies alone would not be sufficient if baseline charges become unaffordable.

Many respondents wanted affordability to be treated as a core customer commitment rather than a secondary consideration. Suggestions included:

- an explicit “affordability” commitment within the Charter
- stronger wording that customers have a right to affordable water services
- commitments to keep annual price increases within defined limits (for example inflation plus 2%)
- annual consultation on proposed charges
- clear information on hardship support, rebates, abatements, or income-linked assistance.

There was also strong interest in ensuring Tiaki Wai demonstrates value for money, prudent financial management, and a clear focus on controlling costs.

Need for enforceable commitments and accountability

Many submitters felt the Charter is too aspirational and lacks practical accountability.

Feedback commonly described the Charter a document that reflects intentions rather than enforceable commitments. Submitters noted that most commitments restate legislative obligations or general customer service expectations without providing meaningful consequences if standards are not met.

Many respondents sought:

- measurable service standards customers can rely on
- enforceable commitments rather than broad aspirations
- service credits, compensation, financial remedies, or restitution where standards are not met
- stronger accountability mechanisms appropriate to a monopoly service environment

There was concern that without clear consequences, customer service standards may deteriorate over time.

Clearer service levels and measurable standards

A strong theme was the need for specific, practical service commitments.

Submitters wanted clearer information about:

- how service performance will be measured and reported
- expected response times for outages, leaks, faults, and complaints
- what customers can expect during service disruptions
- how complaints and disputes will be managed and resolved
- how performance will be monitored and made visible to the public.

Many respondents felt the Charter should move beyond general principles and provide standards that are specific, measurable, and capable of being monitored.

Pricing transparency and billing clarity

There was strong demand for clearer information about pricing and billing.

Submitters wanted better explanation of:

- how water charges are set
- how pricing decisions are made
- what customers are paying for
- how costs are justified
- how the transition from rates-based funding to direct water charging will work
- how metering and billing arrangements will apply in practice.

There was particular concern that increasing costs must be matched by stronger transparency, accurate billing, and clearer communication so customers can understand and challenge charges where needed.

Human contact and accessible customer service

Many submitters emphasised the importance of accessible and responsive customer service.

People wanted:

- phone hotlines for urgent issues
- actual phone numbers and contact details
- local offices or in-person service options
- paper bills as well as digital options
- the ability to speak with real people rather than chatbots or automated systems
- clear continuity of existing reporting systems where useful.

Public ownership, governance, and accountability

Submitters wanted stronger recognition of public ownership and clearer accountability to communities.

There was interest in:

- stronger commitments that water remains publicly owned
- reassurance against privatisation or profit-driven decision-making
- clearer explanation of how Tiaki Wai is accountable to councils and communities
- stronger democratic accountability through councils and shareholder relationships
- visibility of how major pricing and investment decisions are made

Some respondents emphasised that residents see themselves as owners rather than customers and expect stronger governance transparency as a result.

Support for vulnerable customers

Many respondents supported the principle that no household should be denied access to essential water services due to financial hardship.

However, they wanted clearer practical detail about:

- eligibility for hardship support
- payment plans and flexible payment arrangements
- income-sensitive billing options
- support for medically dependent and otherwise vulnerable customers
- how rates rebates and future water charges will work together

There was a strong expectation that support should be clear, accessible, and practical rather than stated only in principle.

Environmental responsibility and responsible water use

Some submitters supported stronger commitments around efficient and responsible water use.

Suggestions included:

- better public education about water use and conservation
- household comparisons to encourage efficient usage
- practical advice to reduce waste
- early supportive engagement where high or unusual usage is identified
- ensuring environmental protection commitments are reflected in operational decisions, not only in principles

Overall sentiment

Overall, public feedback supports the idea of a Customer Charter, but many submitters felt the current draft needs to move beyond high-level commitments and become a more practical, specific, and accountable document.

The strongest expectations were for:

- affordability protections
- measurable service standards
- transparent pricing and billing
- stronger customer service commitments
- clearer accountability and enforceable outcomes

As costs increase and water charging becomes more visible to households, many respondents expect the level of transparency, responsiveness, and accountability to increase significantly as well.

Proposed response to feedback on the Customer Charter

Much of the feedback on the Customer Charter reflected a desire for greater detail about service performance, responses to service failures and disruptions, how complaints and disputes will be resolved, and how charges are set and explained.

The Charter is intended to act as a gateway to more detailed operational information on these topics. However, as Tiaki Wai is still an establishing organisation and the website that will host this supporting information is not yet live, the links in the draft Charter were not available at the time of consultation. This created frustration for some submitters, who expected immediate access to the detailed service information sitting behind the Charter commitments. The final Charter will include active links to this supporting information, which is expected to address much of this feedback and provide greater clarity and confidence for customers.

Significance and engagement policy

271 people provided feedback on the draft Significance and Engagement Policy through the survey.

Public feedback on the draft Significance and Engagement Policy emphasised that it must be practical, transparent, and focused on meaningful public involvement rather than adding another layer of bureaucracy. There was also strong emphasis on genuine engagement rather than token consultation.

Overall, the feedback suggests the Policy should prioritise:

- simple and accessible communication
- early, ongoing, and genuine engagement
- strong financial transparency
- visible accountability in governance and decision-making
- avoiding unnecessary duplication of policy documents/administrative cost.

Simple and accessible communication

There is a clear expectation for simple and accessible communication, with regular updates provided in plain language so communities can easily understand decisions, infrastructure investment, pricing changes, and service impacts. Respondents sought clearer explanations and more consistent communication to reduce confusion and improve trust.

Early, ongoing and genuine engagement

There was a strong emphasis on the importance of early, ongoing, and genuine consultation. Engagement should happen before decisions are made, not after perceived predetermined outcomes. Communities, households, and businesses want meaningful opportunities to influence decisions, particularly where costs, services, or account structures are affected.

Some felt excluded by the consultation process itself, including frustration with registration requirements and limited opportunities to discuss pricing impacts. Feedback called for more inclusive and responsive engagement, including improved access to information and opportunities for ongoing input. Suggestions include creating accessible platforms to track projects, submit community feedback, and evaluate engagement practices.

There is also a large emphasis on ensuring meaningful involvement of communities and iwi, particularly in defining what is significant and in shaping decisions early in the process.

Strong financial transparency

The feedback expresses strong concern about the rising cost of water infrastructure and rates in Wellington, and questions who should bear responsibility for past underinvestment. There is a view

that central government should contribute more funding, rather than the full burden falling on current ratepayers.

A major concern across feedback was the need for strong financial transparency. Many respondents linked significance directly to the affordability of water services, rates, and household charges. People want clearer explanations of where money is going, how decisions are made, and stronger assurance that spending is controlled and justified.

There is strong demand for clear reporting on spending, value for money, and assurance that funds are being directed toward essential infrastructure rather than unnecessary overheads.

Visible accountability in governance and decision-making

There's a consistent push for stronger, more visible accountability across governance, finances, and operations. Respondents want far greater transparency around contracts, costs, executive pay, and how funds are used, alongside clearer, more frequent reporting and benchmarking of performance.

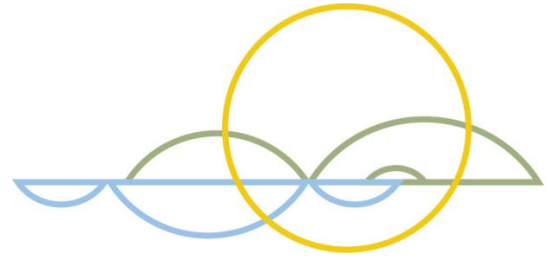
A key concern is that too much discretion sits with the organisation in defining "significant" decisions. Submitters argue that areas like pricing, major contracts, infrastructure investment, and financial risk should automatically require early and meaningful public consultation, rather than being decided internally first.

Another dominant theme is the imbalance between who pays and who decides. While ratepayers fund the system, they currently lack real governance power. Many propose giving ratepayers formal representation—such as shareholder status, voting rights on major decisions, and regular community meetings—to better align accountability with those bearing the costs.

Operationally, there are calls for fairer and more competitive procurement practices, stronger oversight of contractors, and safeguards such as Living Wage requirements. More broadly, respondents express frustration with perceived inefficiency and bureaucracy, and want simpler, more practical governance that focuses on delivering tangible outcomes rather than administrative process.

Avoiding unnecessary duplication of policy documents and administrative cost

Respondents stressed the importance of avoiding unnecessary duplication of policy documents and administrative cost. Many viewed additional policies and consultation processes as costly if they do not lead to better outcomes. There is a strong preference for streamlined processes that focus resources on service delivery and infrastructure improvements rather than bureaucracy.



Tiaki Wai Significance and Engagement Policy for 2026/27

**20.05.2026 proposed
Scheduled review date**

TBC

This policy will apply to decisions made during the 2026/27 financial year.

Tiaki Wai intends to review this policy and make any amendments prior to 30 June 2027.

This review will occur alongside the development of the next Water Services Strategy for Tiaki Wai, which will apply to the 2027-37 period.

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1 About Tiaki Wai

Tiaki Wai is a council-owned water organisation that, from 1 July 2026, will deliver drinking water, wastewater and piped stormwater services across the metropolitan Wellington area.

Tiaki Wai was established by five shareholding councils – Wellington City, Hutt City, Upper Hutt City, Porirua City, and Greater Wellington Regional Council – and two mana whenua partners, Ngāti Toa Rangatira and Taranaki Whānui ki Te Upoko o Te Ika.

Tiaki Wai recognises that it is managing and delivering water services on behalf of, and for, the communities across the metropolitan Wellington area, and that it needs to engage meaningfully with those who are likely to be affected by decisions made by Tiaki Wai.

2 About this Policy

The Local Government (Water Services) Act 2025 (LGWSA) requires Tiaki Wai to adopt a significance and engagement policy. The purpose of the policy is to guide the approach Tiaki Wai takes to engagement and provide clarity about when communities can expect to be engaged in relation to decisions by Tiaki Wai. It is also required to include content that relates to significant contracts and the water services strategy, in particular whether and how consultation is required to be undertaken for certain proposed contracts or types of decisions.

Tiaki Wai will be required to make a range of decisions in relation to water services throughout the year, including decisions about: the level of service customers receive, where and when essential infrastructure is renewed or built, the investment required in water infrastructure and assets, how that investment is financed (including through water charges), and the contracts that will be entered into to deliver services and infrastructure projects.

Many strategic decisions will be made and documented through the Water Services Strategy and Water Services Annual Budget, but there is also the potential for other decisions to be made throughout the year. This could include decisions about significant contracts, potential joint water service provider arrangements, and other significant proposals or projects.

The decisions Tiaki Wai makes will affect residents, businesses and communities in different ways. It is important that people who are likely to be affected by decisions are informed and that they have the opportunity to provide their views when necessary.

3 Purpose of this Policy

This policy:

- sets out how Tiaki Wai will determine the significance (importance) of particular proposals, issues, infrastructure, decisions and activities
- identifies criteria and matters that will generally be used when assessing the significance of proposals
- outlines how and when communities can expect to be engaged, and by who, and what Tiaki Wai will do with feedback and views provided through engagement.

Any engagement or consultation about decisions, proposals, significant contracts and joint water service provider arrangements Tiaki Wai intends to make will generally be conducted by Tiaki Wai. The only other parties that may consult on behalf of Tiaki Wai, where there is good reason for doing so, are: Hutt City Council, Porirua City Council, Wellington City Council, Upper Hutt City Council and Greater Wellington Regional Council.

There may be situations where joint consultation with one of the shareholding councils is appropriate, for example, in relation to development contributions. This will be managed in line with this significance and engagement policy and the relevant council's significance and engagement policy, to ensure that all relevant requirements are met.

4 Engagement Principles

Clarity	Tiaki Wai will provide clear information about the proposed decision, the purpose of consultation (including the feedback desired), and the timing of consultation and the eventual Tiaki Wai decision.
Accessibility	Tiaki Wai will provide access to all relevant information in a form people in the community can understand. This means we need to engage in ways that show we understand the make-up of our communities, respecting cultural and individual differences.
Opportunity	Tiaki Wai will provide clear feedback forms and accept feedback online and in writing but will also accept feedback from the community in other ways, where practical and where that will work better for any communities or individuals.
Identifying key or interested stakeholders	Before consulting, Tiaki Wai will work to identify the key or most interested stakeholders in relation to a proposal and invite feedback from those stakeholders. This will include mana whenua, for any proposals or decisions of relevance to Māori interests.
Open-mindedness and fairness	Tiaki Wai will receive feedback from the community with an open mind and give due consideration to those views when making decisions.
Transparency	Where it can, Tiaki Wai will publish a clear record of decisions made and details of how it considered the community feedback it received.
Coordination	Where required, Tiaki Wai will coordinate with Shareholding Councils when planning engagement and consultation to ensure consistency in approach and minimise confusion and costs.

5 Approach to Decision-Making

For all decisions, Tiaki Wai will adopt the following approach:

1. determine the significance of the proposal/decision using the criteria in **Schedule 1: Determining Significance**, and **Schedule 2: Significant Assets** and then
2. based on that determination, decide whether any engagement is required for the proposal/decision; and
3. if engagement is considered appropriate, develop an engagement plan in a manner that aligns with the guidance in **Schedule 3: Engagement Planning**.

Specific additional considerations apply to the following matters or types of decisions, as set out below:

4. Water Services Strategy.
5. Significant Tiaki Wai decisions on projects or proposals.
6. Decisions relating to joint water service provider arrangements.
7. Decisions about significant contracts.

5.1 Water Services Strategy

The Water Services Strategy is the key strategic planning document developed by Tiaki Wai, which sets out the short, medium and long term direction for Tiaki Wai. It includes infrastructure investment plans, proposed levels of service, performance measures, proposed water charges, and financial forecasting.

Tiaki Wai will generally consult with the community in relation to its proposed Water Services Strategy by:

- developing a draft Water Services Strategy and making this available to the public. This will be communicated across multiple channels, including the Tiaki Wai website, social media, news media and advertising
- inviting feedback on the draft Water Services Strategy through the use of feedback forms, available both on-line and in hard copy
- allowing feedback from the community over a period of generally no less than three weeks; and
- publishing insights received from community feedback at the time of publishing its final Water Services Strategy and decisions.

When consulting the community on its draft Water Services Strategy, Tiaki Wai will specifically seek community feedback on:

- any proposal to transfer ownership or control of a strategic water services asset from Tiaki Wai to another party
- any proposal to transfer ownership or control of a strategic water services asset to Tiaki Wai from another party; and/ or
- any proposal to significantly change levels of service provided by Tiaki Wai.

Schedule 1 provides a definition of a significant change in level of service and **Schedule 2** provides definitions of what is considered a strategic water services asset.

5.2 Significant Tiaki Wai decisions on projects or proposals

Tiaki Wai will generally undertake consultation / engagement for new significant projects or proposals, in particular when they have not been consulted on through the Water Services Strategy process. Where existing planned significant projects or proposals are proposed to be amended, Tiaki Wai will determine whether consultation is warranted based on the significance of the proposed amendments.

5.3 Decisions relating to joint water service provider arrangements

If Tiaki Wai was to consider the delivery of water services through a joint water services arrangement, outside of the Tiaki Wai service delivery area, then it would consider whether engagement is warranted in line with this policy.

5.4 Decisions on significant contracts

Tiaki Wai is required to determine whether any proposed contracts are significant, based on this policy. If a contract is assessed as significant, then Tiaki Wai must undertake engagement, including with its shareholders, before entering into the proposed contract. Following that consultation, Tiaki Wai must also obtain its shareholder's approval to enter the proposed contract, as required by section 23 of the Local Government (Water Services) Act 2025.

For proposed contracts to be considered significant, the following additional criteria apply in addition to the criteria in Schedule 1:

- Contracts that would create a public-private partnership as defined by the Crown ([National Infrastructure Funding and Financing](#)).
- Contracts that could risk the ability of Tiaki Wai to meet its statutory obligations.
- Contracts that have a value of greater than 20% of total annual revenue.

Where one or more of the above criteria are met, the contract will likely be considered significant, with some form of consultation required.

However, Tiaki Wai will not usually consult on significant contracts when:

- the matter, proposal or project that the proposed contract relates to has already been consulted on and approved by Tiaki Wai, i.e. through the Water Services Strategy, and
- the scale or outcome of the matter, proposal or project the proposed contract will cover has not substantively changed from what has previously been consulted on.

In those instances, Tiaki Wai will instead inform the community that the contract has been awarded, and the key terms of that contract.

Where a proposed significant contract relates to a matter, proposal or project that has not already been consulted on, then Tiaki Wai will consult on the proposed contract in line with **Schedule 3**.

Any consultation on a significant contract would not include any matters that could impact on the ability of Tiaki Wai to conduct a competitive commercial tender process.

Schedule 1: Determining significance

In relation to this policy, the term “significance” means the relative importance of the decision or proposal being considered. When assessing significance, Tiaki Wai will consider a number of criteria. These will be considered from the perspective of the entire service area covered by Tiaki Wai, while also taking into account local interests and impacts, recognising that Tiaki Wai decisions will not be relevant, or impact, the entire service area in all cases.

While a decision or proposal will be assessed against each criterion separately, Tiaki Wai will make a decision on the overall level of significance before determining whether, and what form, of engagement may be required.

The criteria used to assess significance are:

Criteria	High significance	Medium significance	Low or no significance
<p>Consistency with existing policy, decision or contract</p> <p><i>The extent to which a decision is consistent with, or a departure from, existing policy, decisions or contracts made by or entered into by Tiaki Wai.</i></p>	<p>Decision is inconsistent or contrary to existing policy or plans made in the Water Services Strategy, prior decisions made by Tiaki Wai, or amounts to a material change to an existing contract entered into by Tiaki Wai.</p> <p>Decision will result in a significant change in outcomes (or scale of outcomes for a project) being delivered.</p>	<p>Decision involves some variation from existing policy or plans but will not result in a material change to the overall outcomes being delivered.</p>	<p>Decision aligns with existing policy or decisions or is a reasonable consequence of Water Services Strategy or previous decisions.</p>
<p>Impact on Mana Whenua interests</p> <p><i>The extent to which a decision relates to land or a body of water, takes into account the relationship of Māori and their culture and traditions with their ancestral land, water, sites, waahi tapu, valued flora and fauna, and other taoka.</i></p>	<p>Decision has a significant impact on te mana o te wai (the health and wellbeing of the water), freshwater quality, or could impact on a site / area of significance to mana whenua.</p>	<p>Decision may relate to te mana o te wai (the health and wellbeing of the water), freshwater quality, or land of interest to Mana Whenua, but will not lead to any adverse effects or cultural consequences.</p>	<p>Decision relates to projects, assets or plans with no link to matters of specific interest to mana whenua.</p>
<p>Community interest</p> <p><i>The extent to which existing individuals, organisations, groups and sectors in the community are affected by the Tiaki Wai decision.</i></p>	<p>High level of interest likely across the entire Tiaki Wai service area.</p>	<p>High level of interest for a particular location or community, but low to moderate interest elsewhere.</p>	<p>Low level of interest, either at a wider service area or local frame of reference, or only likely to impact a small group (e.g. single street or household).</p>

Criteria	High significance	Medium significance	Low or no significance
Level of service provided	Large, permanent change to level of service from that outlined in Water Services Strategy.	Moderate effect or temporary impact on level of service outlined in Water Services Strategy.	Decision has little effect on levels of service, or resourcing requirements.
Transfer of ownership or control of strategic assets (see definitions of strategic assets below)		Note: Mandatory consultation required under section 28, Local Government (Water Services) Act 2025.	
Ability for decision to be reversed	Very difficult to reverse. (e.g. project already under contract)	Moderately difficult.	Easy to reverse. (e.g. policy amendment)
Financial impact on for water charges	Decision causes an uplift in annual water charges >5% above projections.	NA	NA

Schedule 2: Strategic assets

A strategic asset is an asset that is needed to deliver on the strategic outcomes and priorities that are important to the current or future performance of Tiaki Wai.

Tiaki Wai considers the following assets, in their entirety, to be strategic assets:

- The drinking water network, including pump stations and reservoirs.
- Drinking water treatment plants.
- The wastewater network, including pump stations.
- Wastewater treatment plants.
- Piped stormwater network, including pump stations.
- Resource consents for water takes and discharges.

Although Tiaki Wai owns and manages a number of assets as a single group (i.e., the drinking water network), and considers it to be strategic asset, not all decisions made about a group of assets will be regarded as significant, nor do they affect the asset's strategic nature.

For example, the drinking water network is a strategic asset, but individual water meters measuring volumes of drinking water are not considered strategic assets themselves. As another example, the wastewater network is strategic, but small parcels of land related to that network may not be, and the purchase or sale of such parcels of land are unlikely to amount to a significant decision. It is only where separate decisions could materially impact on the ability to deliver across the whole network that they will generally be significant decisions.

Schedule 3: Engagement

In general, the higher the significance of a proposal or decision, the more likely there will be a need for some form of community engagement. The principles set out above will inform the approach Tiaki Wai takes to engagement.

Forms of engagement

The engagement methods used will reflect the level of significance and respond to the diverse needs and requirements of communities. There is a level of judgement required when deciding on the level of engagement, as reflected in the table below. For example, a decision may be of medium significance when considered across the whole service area, but high significance for a particular community (for example a new reservoir). This would suggest 'consult' with the local community but 'inform' for the wider region.

Identifying stakeholders and audiences

When appropriate, Tiaki Wai will use different levels of engagement for different audiences depending on the level of interest in, or the potential impact of the decision or proposal. Where we are targeting specific communities or groups of stakeholders, rather than the whole region, we will make this clear in consultation materials.

We will identify stakeholders by considering those who live, work and/or recreate in affected areas, and the level of impact of the decision or proposal on them. We will draw on our existing knowledge and understanding of communities, as well as proactively working with community representatives to identify additional stakeholders.

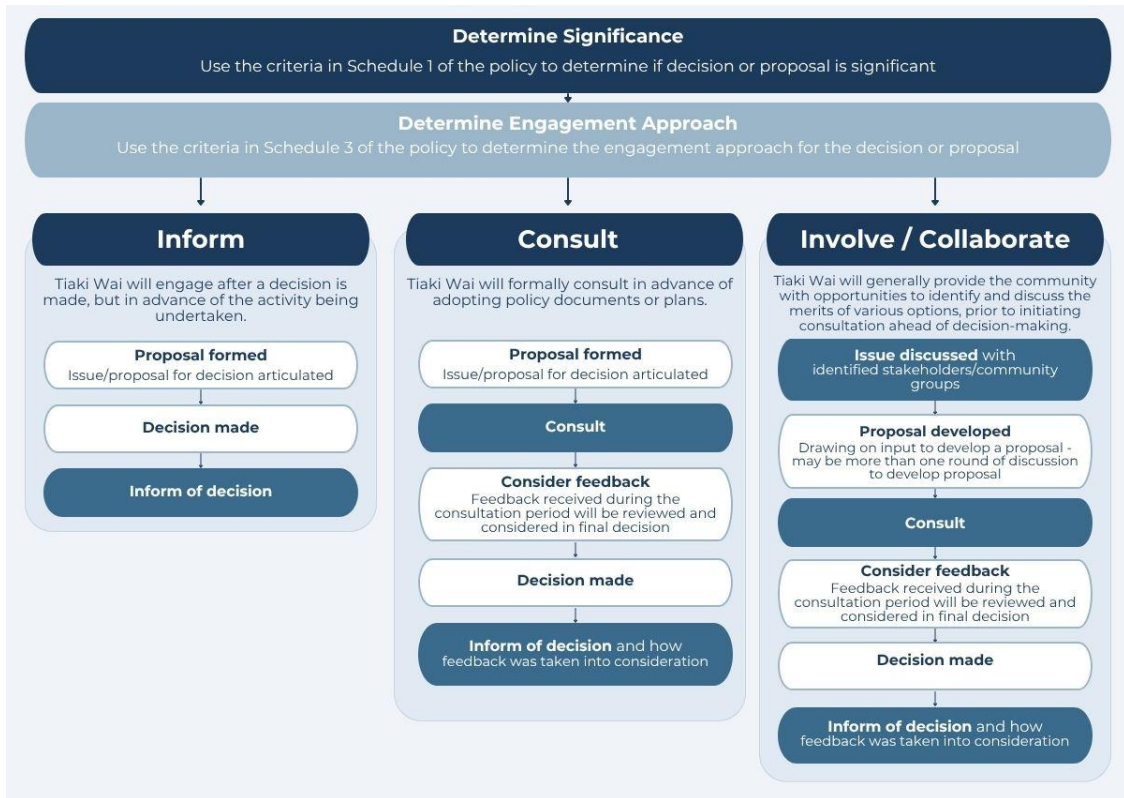
The following table provides examples of different levels of engagement that may be appropriate, and the tools that may be used by Tiaki Wai.

Level of engagement	Inform	Consult	Involve /collaborate
Significance level (refer to Schedule 1)	Low to medium significance decisions	Water Services Strategy and medium to high significance decisions	High significance decisions
What does this level of engagement involve?	<p>Tiaki Wai provides balanced and objective information to help the public understand the issue requiring a decision, the alternatives, opportunities and solutions.</p> <p>Tiaki Wai regulatory reports on decisions made, and implementation of those decisions.</p>	Two-way communication where Tiaki Wai provides information and supporting analysis and seeks public feedback to inform decision-making.	Participatory process to help the public identify issues and views to ensure concerns and aspirations are consistently understood and considered when making decisions.

Level of engagement	Inform	Consult	Involve /collaborate
Types of issues we might use this level of engagement for	Local water restrictions, works that will disrupt traffic/ access, night works, general operational decisions, small or temporary level of service change.	Proposed (draft) Water Services Strategy (other than for major projects); major infrastructure projects that impact communities for extended periods. Significant contracts not otherwise consulted on through the proposed (draft) Water Services Strategy.	Major projects that involve environmental, cultural, economic concerns, including material amendments or changes to existing major projects.
Tools Tiaki Wai might use for this level of engagement	Direct delivery e.g. information fliers/ letters, public notices in newspapers/ social media/ newsletters/via council channels. Website information.	Formal submissions through an online process.	Online information. Face to face engagement (e.g. targeted meetings, community stakeholder forums, public workshops, focus groups).
When the community can expect to be involved for this level of engagement	Usually after a decision is made, but in advance of the activity being undertaken.	Formal consultation in advance of adopting policy documents or plans.	Tiaki Wai will generally provide the community with opportunities to identify and discuss the merits of various options, prior to initiating consultation ahead of decision-making.

Engagement decision making process

The following diagram illustrates the typical steps in the engagement decision making process.



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

FROM: Vanessa Gilmour, Democracy Advisor, Hutt City Council

DATE: 20 May 2026

SUBJECT: MEETING SCHEDULE 2026



Purpose of Memorandum

1. The purpose of this memorandum is for the Tiaki Wai | Partners' Committee (the Committee) to adopt its meeting schedule for the remainder of 2026.

Recommendations

That the Committee agrees to the meeting schedule for the Tiaki Wai | Partners' Committee for the remainder of 2026, as follows:-

- (a) Friday, 28 August 2026 commencing at 12.30pm at Hutt City Council; and
- (b) Friday, 4 December 2026 commencing at 10.00am at Hutt City Council.

Background

2. Clause 19(6) of Schedule 7 of the Local Government Act 2002 provides for Council to adopt a schedule of meetings for Council and committee meetings.
3. In accordance with this requirement, it is appropriate for the Committee to confirm its meeting dates for the remainder of the 2026 calendar year.

Communication

4. Following adoption of the meeting schedule, the Democratic Services team will circulate the confirmed meeting details to external Committee members and relevant stakeholders.
5. Public notice of the meetings will be provided in The Post and published on Council's website, in accordance with the requirements of the Local Government Official Information and Meetings Act 1987.

Appendices

There are no appendices for this Memorandum.

Author: Vanessa Gilmour, Democracy Advisor, Hutt City Council

Reviewed By: Kate Glanville, Senior Democracy Advisor, Hutt City Council

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