

Waiti Waters Board meeting

AGENDA 6 July 2026
Martinborough Town Hall
9.00-9.50

Attending: Adrienne Young-Cooper, Clive Rundle, Maria Robertson, Paul Collins, Jo Hayes

In attendance: Katherine Meerman (Programme Director), Pat Randles (Programme Manager), Jetta Hikuroa (Governance Workstream Lead), Lee Cowan (Communications Workstream Lead), Mike Chatterley (Finance Workstream Lead), Louise Marsden (Finance Workstream), Jessie Larsen (Organisation, People and Change Workstream Lead), Robyn Ward (Organisation Workstream)

Agenda			
1.	Karakia and welcome	Chair	9.00-9.05
2.	Directors' interests register	Chair	9.05-9.10
3.	Minutes of 5 June Board meeting	Chair	9.10-9.15
4.	Monthly programme report	Katherine Meerman, Pat Randles	9.15-9.25
5.	Transfer Agreement and Water Services Strategy plan	Jetta Hikuroa	9.25-9.45
6.	Resolution to move to public excluded	Chair	9.45-9.50

Public excluded items	
7.	Tariff structures and transition pathways
8.	Capital strategy
9.	Communications strategy
10.	Organisational policy framework (and first day zero policies)
11.	CFO recruitment and tier 2 update
12.	Review first draft of organisational strategy
13.	Programme dashboard
14.	PX minutes of 5 June 2026 meeting

Director	Particulars of interest	Disclosure date
Maria Robertson	Governance, executive, and advisory roles in public sector and not-for-profit organisations.	5 April 2026
Clive Rundle	Member, Filtec Holdings Advisory Board	14 April 2026
Clive Rundle	Previous senior executive, Beca Group Ltd (and its related companies)	14 April 2026
Jo Hayes	My whakapapa includes Rangitāne o Wairarapa and Ngāti Kahungunu ki Wairarapa	7 April 2026
Adrienne Young-Cooper	Director, Auckland Transport	20 April 2026
Adrienne Young-Cooper	Director and Chair, Haumaru Development Limited, Haumaru Auckland Limited	20 April 2026
Adrienne Young-Cooper	50% Shareholder in a company that owns a residential property in Martinborough	20 April 2026
Adrienne Young-Cooper	Director and shareholder Angus Outram Investments Limited	3 June 2026
Adrienne Young-Cooper	Trustee Cornwall Park Trust Board	3 June 2026
Adrienne Young-Cooper	Trustee Sir John Logan Campbell Medical Trust	3 June 2026
Adrienne Young-Cooper	Trustee Sir John Logan Campbell Residuary Estate	3 June 2026
Paul Collins	Chair, Active Equity Holdings Limited and Shareholder	21 April 2026
Paul Collins	Director and Shareholder, AEL Managers Limited	21 April 2026
Paul Collins	Director and Shareholder, Beverage Holdings Limited	21 April 2026

Paul Collins	Director and Shareholder, Cohiba Traders Limited	21 April 2026
Paul Collins	Collins Family Trust (2025) Limited – Director and Shareholder	21 April 2026
Paul Collins	Ides Limited – Director	21 April 2026
Paul Collins	Jarden Custodians Limited – Director and non-beneficial Shareholder	21 April 2026
Paul Collins	Malcorp Biodiscoveries Limited – Director	21 April 2026
Paul Collins	Shott Beverages Limited – Director and Shareholder	21 April 2026
Paul Collins	Spy Valley Wines Limited – Director and non-beneficial Shareholder	21 April 2026
Paul Collins	Tofino Trustee Limited – Director and non-beneficial Shareholder	21 April 2026
Paul Collins	Malaghan Institute of Medical Research – Chair	21 April 2026
Paul Collins	Health, Finance, Procurement and Information Management System Programme Advisory Group (for Health New Zealand) – Chair	21 April 2026
Paul Collins	Overseas Property Advisory Panel (for MFAT) – Member	21 April 2026
Paul Collins	Owner of a residential property based in Martinborough	24 April 2026
Each director of Waiti Waters Limited	Deed of Access, Indemnity and Insurance	4 May 2026

Each director of Waiti Waters Limited	Approval of inception of Directors' and Officers' Liability Insurance	4 May 2026
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Public Board meeting minutes	
Date	05 June 2026
Venue	Pahiatua Council Chambers
Time	9.00 a.m. – 9.30 a.m.

Attendance	
Waiti Waters Board	Programme Team
• Adrienne Young-Cooper, Chair • Clive Rundle • Jo Hayes • Paul Collins • Maria Robertson	• Katherine Meerman (Programme Director) • Pat Randles (Programme Manager) • Jessie Larsen (Organisation, People & Change Workstream Lead) • Jetta Hikuroa (Governance, Regulatory and Partnerships Workstream Lead)

Minutes	
1.	Karakia and welcome • The meeting was opened with a karakia.
2.	Director's Interests Register • The Directors' Interests Register was noted, with no changes. There were no conflicts of interest in relation to the meeting agenda.

3.	Approval of Director remuneration - The Programme Director noted Director remuneration had been approved by members of the Stakeholders' Forum as the appointing party, and that the Board is required under the Companies Act to approve the payment of remuneration to Directors and to approve that it is satisfied that the remuneration is set at a level that is fair to the Company. - The Chair noted that the Stakeholders' Forum had received advice on the level of fees and that the assessment had been made by reference to market comparisons with other comparable water organisations and with reference to fees for Crown Entities. <u>Board resolutions:</u> Approve, subject to the approval of the Stakeholders' Forum in accordance with clause 12.17(b) of the Company's constitution and pursuant to section 161(1)(a) of the Companies Act 1993 (the Act): - the payment by the Company of directors' remuneration as described in this board paper, and that the particulars of such payments be entered into the interests register of the Company; and - that it is satisfied the payment by the Company of the directors' remuneration as described in this board paper is fair to the Company. Authorise the Programme Director to make remuneration payments from the Project Budget by way of monthly instalments, in arrears. The first payment will cover the period from 1 April 2026. (Moved: AYC, Seconded: CR, Carried)
4.	Monthly Programme Update - The Programme Director spoke to the monthly programme update and the progress made in the last month across workstreams, noting a particularly busy period for the Organisation, People and Change workstream, reflecting the priority of the Chief Executive recruitment process and the need to provide certainty for staff over staff transfer pathways. <u>Board resolutions:</u> Note the monthly programme update. (Carried)

5.	Resolution to move to public excluded • The Programme Director noted the items on the remaining Board agenda met the grounds under the LGOIMA for excluding the public, with grounds for each item provided to the Board. <u>Board resolution:</u> 1. The Board agreed to move into Public Excluded. (Moved: PC, Seconded: JH, Carried)
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Subject:	Monthly programme update		
To:	Waiti Waters Board		
From:	Katherine Meerman, Programme Director	Date:	6/7/2026
Approved:			
It is recommended that the Board: 1. Note the monthly programme update.			

Purpose

1. This report is an information update on the Waiti Waters establishment and transition programme.

Background

2. Following the Government's approval of the four Councils' Water Service Deliver Plans (WSDPs) in October last year, the transition programme for Waiti Waters was established and the implementation is proceeding in two major stages:
 - Stage 1 – legal establishment (completed): This stage of the programme is focused on the establishment of company governance structures, preparation for Board member arrival and company incorporation.
 - Stage 2 – operational transition (April 2026 to June 2027): This stage of the programme is focused on detailed design and set up of the new organisation and transition of Council services, assets, debt, staff and operations. It will be complete by 30 June 2027.
3. This paper provides a summary of monthly updates in each of the Programme's six workstreams:
 - Governance, regulatory and partnerships
 - Organisation, people and change
 - Finance and commercial
 - Digital and systems
 - Service delivery and operations
 - Communications and customer.

Discussion

Governance, Regulatory and Partnerships

4. The Stakeholder Forum is well advanced in the development of the Statement of Expectations. As required by the Local Government (Water Services) Act 2025, the Forum has provided the Board with a draft Statement for review, and the Board has provided feedback on the draft, confirming their comfort with the expectations as drafted. Council briefings have been held with the four Councils on the full draft in preparation for its adoption as Council meetings in late

July/early August. When the Statement is approved by Councils, the Statement and the Board's response letter will be published on the Waiti Waters website.

5. With the Statement now close to finalised, the planning for the development of the Water Services Strategy has begun, with the Board considering a plan for the work in July. This work will draw together deliverables from other workstreams, including the organisational strategy, financial strategy, asset management planning and regional capital programme, customer strategy, and iwi partnerships approach.
6. Preparatory work is underway on the development of the Transfer Agreements (refer to the Operations workstream).

Organisation, People and Change

7. This area of the programme has been a major focus of the programme in the past month and has delivered a key milestone in relation to staff transition, which provides certainty for Councils' water services staff about the pathway to employment at Waiti Waters.
8. Key progress this month includes:
 - Guidelines for staff transfer have been developed and consultation with staff has been completed. These guidelines provide four pathways for staff to move into roles at Waiti Waters and aim to provide as much certainty as possible to Council staff about the transition and how it will affect them. The Board has made changes on the guidelines in response to staff feedback, and these have now been finalised. The programme team has completed mapping staff to the Direct Offer and Priority Offer pathways and communication has been provided to staff about the outcome of this process.
 - Discussions are underway with the landlord on lease terms for the head office and also with the Oringi Business Park in Tararua, with an update planned for the Board in August.
 - The Chief Executive search process is continuing to make progress, with a successful candidate expected to be in role by September or early October.
 - Work on detailed organisational design is advancing well, with options for tier 2 leadership structures developed, full scoping of functional capabilities required in each part of the organisation being advanced, and the shape of the operational workforce much clearer following the confirmation of staff transition pathways. Detailed organisational design is expected to be ready for the Board's consideration in September.

Finance and Commercial

9. The financial strategy of the organisation will be a major focus of the programme over the coming quarter, building on the decisions the early decisions taken by the Board. By the end of the upcoming quarter, all core elements of the financial strategy (tariff structure, capital strategy, revenue paths) are expected to be confirmed and ready for incorporation into the draft Water Services Strategy.
10. Major components of work underway in the last month include:
 - The process of joining the LGFA has been initiated and is anticipated that Waiti Waters will have completed this process by September/October 2026. We have been engaging closely with the LGFA to understand the accession process and the information requirements to ensure an efficient accession process.

- Detailed work on the Waiti Waters capital strategy (including options for transition paths to meet covenants) has been undertaken to support the LGFA accession process and will be considered by the Board in July.
- Detailed work on tariff structures and transition pathways has been completed and ready for Board consideration. These options meet legislative requirements to transition off capital value-based approaches to charging and also address expectations set out in the draft Statement of Expectations about the required changes in the structure of charging.

Digital and Systems

11. The Board has taken a decision on the preferred way forward for the digital transition. This will include reuse of existing Council systems (with new configurations to make them suitable for a water organisation) and going to market for new systems in some cases. Following this decision, we have released a procurement to the market for new finance, customer and billing, and asset management systems and suppliers have until 3 July to submit procurement responses. Work will now commence with vendors on reuse of HR, Payroll, Health and Safety and GIS solutions that are in place at at least one of the Councils.
12. Other work underway in this workstream includes:
 - Implementation of core corporate technology set up which will be complete in time for the Chief Executive's arrival and
 - Exploratory work on the options for operational technology (e.g. SCADA systems) is underway, and options will be ready for Board consideration in mid-July.

Operations, Service Delivery and Risk

13. This workstream is working closely with the organisational workstream to develop the service delivery models for the new organisation and determine the capabilities that need to be in the organisation for day one. Now that the approach to staff transfer has been determined, the view of the number and roles of transferring Council staff will be combined with the view of service delivery models to enable completion of the detailed work on the operating model and organisational design.
14. An important early deliverable in this workstream is a combined approach to asset management and a combined (regional) capital investment programme. This was a priority piece of work identified by DIA in their assessment of our Water Services Delivery Plans. We have contracted AECOM for this project who are delivering four priority projects, which will be ready for Board consideration in August:
 - benchmark current Asset Management Processes – near completion;
 - develop a combined Asset Management Plan – in progress;
 - build a revised Capital Programme for the region – in progress; and
 - develop a combined Drinking Water Safety Plan (DWSP) -in progress.
15. We are beginning the work on the delivery model for stormwater services, which will require close collaboration between Councils and Waiti Waters. While transfer of stormwater to Waiti Waters will involve the transfer of urban stormwater assets, legal ownership and control of other parts of the stormwater infrastructure (e.g., roading related infrastructure) is required to remain with the roading manager. This will mean Councils and Waiti Waters will need to put in place relationship or service level agreements to clarify who does what.

16. Due diligence work is also underway on Councils' contracts, resource consents, assets, and property as the first step in the development of Councils' Transfer Agreements. This due diligence will be updated at three stages over the next year to ensure we have reliable data and information – the first update for the Board will be provided in August.

Communications and customer

17. Development of advice on the customer strategy for day one is well advanced and a draft strategy will be provided to the Board in August – this work will determine the key aspects of the customer experience that must be in place for day one to ensure customers have confidence in the company, understand how to make contact, pay bills, lodge jobs and make complaints.
18. Planning for the next phase of the communications programme (now until early 2027) has been undertaken and will focus on building community awareness of Waiti Waters and water services issues in the region, ahead of a more substantive pre-go live communications focus in 2027. Communications and engagement planning is also underway for the approach to the Water Services Strategy engagement which will take place in March/April next year.

Subject:	Water Services Strategy, Significance and Engagement Policy and Transfer Agreement Development		
To:	Waiti Waters Board		
From:	Jetta Hikuroa, Establishment Lead: Governance, Regulatory and Partnerships	Date:	6/7/2026
Approved:	Katherine Meerman, Programme Director		
It is recommended that the Board:			
1. Note the plan to develop three core establishment documents for Waiti Waters: the Water Services Strategy, the Significance and Engagement Policy, and the Transfer Agreements, and provide any feedback on the proposed approach 2. Endorse the approach to develop all three documents and the timeframes to develop them 3. Approve the development of a three-year Water Services Strategy for 2027–2030, with a 10-year outlook for infrastructure, investment, financial planning, and service delivery 4. Note Councils have confirmed their role in providing feedback on the Water Services Strategy, rather than undertaking final approval, and this is set out in the Waiti Waters Constitution 5. Agree to publicly engage on the Draft Water Services Strategy and Draft Significance and Engagement Policy at the same time, in early 2027.			

Purpose

1. This paper seeks the Board's approval of the proposed approach and timeframe for developing three core establishment documents: the Water Services Strategy, the Significance and Engagement Policy, and the Transfer Agreements. These documents are interdependent and need to be developed in parallel so Waiti Waters can meet its statutory obligations, support timely Board and shareholder engagement, and prepare for its 1 July 2027 go-live date.

Executive summary

2. Waiti Waters must develop three core establishment documents to support its transition to a water organisation: the Water Services Strategy, the Significance and Engagement Policy, and the Transfer Agreements. The documents are linked because they draw on common information, rely on related workstream inputs, and need to support a coherent engagement and approval pathway. It is therefore recommended that they be progressed together, with the Water Services Strategy developed for 2027–2030 and supported by a 10-year outlook for infrastructure, investment, financial planning, and service delivery.
3. The proposed approach also recommends consulting on the draft Water Services Strategy and draft Significance and Engagement Policy through one integrated process to minimise duplication, provide a clear public engagement process, and show how the draft Significance and Engagement Policy has informed engagement on the draft Strategy.
4. The Board is asked to approve the development approach, confirm the proposed Strategy timeframe, and agree to the integrated engagement approach.

Background

Legislative establishment obligations

5. The Local Government (Water Services) Act 2025 (WS Act) sets out the core statutory requirements for Waiti Waters' establishment documents, including the Water Services Strategy, the Significance and Engagement Policy, and the Transfer Agreements. The Commerce Commission and Taumata Arowai provide the broader economic, performance, and water services regulatory settings. Together, these requirements oblige Waiti Waters to include core information in both the Water Services Strategy and Transfer Agreements.

Waiti Waters Services Strategy 2027-2030

6. The Strategy is a key accountability document. It will provide Shareholding Councils, customers, mana whenua, communities, and regulators with clear information on Waiti Waters' strategic direction, investment priorities, service levels, and financial outlook. It must also give effect to Waiti Waters' foundational documents, including the Statement of Expectations.
7. Some examples of other Strategies that have been developed are available here [Selwyn-Water-Water-Services-Strategy-2026-2027.pdf](#) and [IAWAI-Water-Services-Strategy.pdf](#).

The Strategy Development Process

8. Waiti Waters is working towards a 1 July 2027 go-live date. The Water Services Strategy must therefore be developed and adopted by 1 July 2027, the start of the first financial year to which the Strategy relates.
9. The WS Act allows the first Strategy to cover at least three financial years, supported by a 10-year horizon. The Board could choose a shorter establishment-focused Strategy or a longer Strategy aligned to the statutory maximum. Some water organisations, including Selwyn, Iawai, and Tiaki Wai, have chosen a one-year Strategy so they can refine their data and align their next Strategies with council Long Term Plans. Note should you choose a shorter strategy timeframe the second Strategy must align with the Councils' Long Term Plan cycles.
10. Given Waiti Waters' go live date is already aligned with the Long-Term Plan cycle, it is recommended that the first Strategy cover three years, from 2027 to 2030, with a 10-year outlook for infrastructure, investment, financial planning, and service delivery. Additionally, there are no constraints in the transition programme scope or deliverability that could necessitate a more limited period for the first Strategy.
11. Appendix A sets out the proposed key tasks and timeframe for developing, consulting on, and adopting the Strategy. Note the timeframe has already taken into account Councils' decision (reflected in the Constitution) to limit their role on providing feedback on the Strategy, rather than approving the final Strategy.

Working assumptions

12. Our assumption is that we will use the Stakeholder Forum as the primary vehicle for seeking feedback on the Strategy, given their Terms of Reference, and the Councils' decision (reflected in governing documents) to limit their role to feedback rather than approval.
13. Assumptions related to the Strategy are intended to keep the document focused, avoid duplication with regulatory deliverables, and support timely Board and shareholder engagement:
 - the Strategy will not duplicate detailed regulatory documents required for the Commerce Commission or Taumata Arowai. It will summarise key information and refer

to source documents, such as the Strategic Asset Management Plan and Asset Management Plan, where more detailed evidence is required.

- the Strategy content will be developed iteratively as foundational establishment work is completed by programme leads and considered by the Board. It will then be brought together into a full draft for Board consideration in December, see Appendix B for a detailed breakdown of content to be delivered to the Board.
- While not required under legislation, we assume that we will publicly engage on the Water Services Strategy given it is Waiti Waters' first Strategy and given the significance of the change to the community.

The Strategy Structure

14. The proposed high-level Structure of the Strategy is attached as Appendix B. The Strategy Structure sets out the proposed document chapters, information sources, and dates that content is to be presented to the Board.

Significance and Engagement Policy Development

15. Under the WS Act, all water organisations must develop a Significance and Engagement Policy. The Policy is to set out the criteria and processes to determine the significance of organisational changes and the resulting engagement with communities that will be undertaken on those identified significant water services proposals, decisions, infrastructure matters, and related issues. The Policy must be adopted within 12 months of establishment and approved by the Shareholding Councils.
16. In developing the Significance and Engagement Policy, Waiti Waters must engage with Shareholding Councils, consumers, and any communities identified by Shareholding Councils, including iwi where relevant. Under legislation, Shareholding Councils must also approve the Policy.
17. All Shareholder Councils are required to have a Significance and Engagement Policy that sets out how and when they engage with their communities. We intend to use these existing policies as the basis for the Waiti Waters' policy, given the Council policies will have a degree of existing community understanding and acceptance. We have convened a joint policy working group from across Councils to support the Governance workstream and will engage with this group in developing the Policy and help reduce duplication between Waiti Waters' Policy and council policies.

Public Consultation on the Significance and Engagement Policy and the Water Services Strategy

18. The WS Act anticipates that the Significance and Engagement Policy will inform a water organisation's decisions on the nature and extent of its engagement or consultation on the Water Services Strategy (i.e., that the policy would be in place before the Strategy is developed).
19. Given the establishment timeframe, Waiti Waters should consult on the draft Strategy and draft Policy through a single integrated process rather than two sequential processes. This approach will minimise duplication, support clear public engagement, and explain how the draft Policy has informed engagement on the draft Strategy. Appendix A sets out the proposed key tasks and timeframe for the Significance and Engagement Policy.
20. While consultation on the Water Services Strategy is not required by legislation, unless significant changes are proposed (e.g., large pricing changes or changes in contracted service

providers), consulting (or some form of public engagement) on Waiti Waters' first Strategy is recommended to demonstrate transparent decision-making and begin building trusted relationships with customers, communities, mana whenua, and Shareholding Councils.

21. A combined consultation process is also consistent with emerging sector practice. Iawai and Tiaki Wai have consulted on their Significance and Engagement Policies and Water Services Strategies at the same time, and other water organisations in the establishment phase are planning to take a similar approach.
22. A draft Consultation and Engagement Plan for the Water Services Strategy and Significance and Engagement Policy will be submitted to the Board in September. The plan will align with the draft Significance and Engagement Policy (which will be developed by that point) and be supported by a plan for fit-for-purpose engagement materials, such as summary A3s, flyers, and online presentations.

Transfer Agreements

23. The Transfer Agreements will set out the responsibilities, infrastructure and related assets, liabilities, resource consents and consenting processes, contracts, employees, and other matters to be transferred from each Council to Waiti Waters, including when and how each transfer will occur.
24. Developing four Council Transfer Agreements will be complex and dependent on timely council information, due diligence, resolution of council-specific issues, and formalisation of contractual obligations. Three workstreams will provide the base agreement information:
 - **Operations, Service Delivery and Risk Workstream:** assets, contracts, resources, consents, and transferred responsibilities
 - **Organisation, People and Change Workstream:** employee, contractor, organisational, terms and conditions, and related liabilities
 - **Finance and Commercial Workstream:** financial matters, including charging and revenue collection arrangements.
25. The Department of Internal Affairs has developed standard terms and conditions that will form the basis of the Transfer Agreements. These will be used as far as possible to ensure efficient development, with bespoke provisions developed to reflect council-specific matters only where strictly necessary. The Joint Policy Working Group will help coordinate common approaches and identify resolutions for issues that require consistency across councils. Appendix A sets out the proposed timeframe for progressing the Transfer Agreements, including Board engagement in July, December, February, and April.

APPENDIX A - Key deliverables to develop the Water Services Strategy, Significance and Engagement Policy and Transfer Agreements

Activity	Dates
Water Services Strategy, Significance & Engagement Policy and Transfer Agreement Plans agreed by Board	06/07/26
Update Board on Transfer Agreements due diligence Phase 1 (combined with Operations workstream)	03/08/26
Board approve Waiti Waters Iwi Partnership workplan	6/09/26
September Board update on the Draft Water Services Strategy (finalised content for Board review as per Appendix B)	6/9/26
October Board update on the Draft Water Services Strategy (finalised content for Board review as per Appendix B)	15/10/26
Brief Stakeholders Forum on the Draft Significance and Engagement Policy and Water Services Strategy	Dec
Board update on: - Transfer Agreements due diligence Phase 2 (combined with Operations workstream) - Full Draft Water Services Strategy for review (includes high level Iwi Partnership Approach) & consultation artefacts including financial proposals and financial policies for community engagement - Draft Significance & Engagement Policy for review	7/12/26
Seek Stakeholder Forum approval of the Draft Significance and Engagement Policy for community engagement	Feb 2027
Board update on Transfer Agreements Board approval to community engagement on the: - Draft Water Services Strategy and artefacts - Draft Significance & Engagement Policy	Feb 2027
Pre-community engagement Council briefings on Draft Water Services Strategy & Significance and Engagement Policy	Feb/March 2027
Community Engagement on the Draft Water Services Strategy and Draft Significance and Engagement Policy	March
Report back to Stakeholders Forum on community engagement & their feedback on the Draft Water Services Strategy and Significance & Engagement	April/May
Report back to Board on community engagement feedback including proposed amendments to the Draft Water Services Strategy and Significance & Engagement	April/May
Finalise Iwi Partnership Approach	May
Brief Councils on Final Transfer Agreements	May
Councils approve Transfer Agreements	May/June
Stakeholder Forum approve Significance and Engagement Policy	June
Board Approve & Adopt Water Services Strategy & Significance & Engagement Policy	June
Publish Policy, Transfer Agreements and Strategy on Website	June

APPENDIX A - Key deliverables to develop the Water Services Strategy, Significance and Engagement Policy and Transfer Agreements

Water Services Strategy (WSS)	Significance & Engagement Policy	Dates
Board approve the WSS Development Plan		06/07/26
Board approve Significance & Engagement Policy Plan		
Board update on - Draft WSS & finalised content as per Appendix B - Iwi Partnership workplan Approved	Draft Policy developed	September
Board update on the Draft WSS & finalised content as per Appendix B	Brief Stakeholders Forum on the Draft Policy	October
Board review full Draft WSS & consultation artefacts	Board review Draft Significance & Engagement Policy	7/12/26
Board approve community engagement on the Draft Water Services Strategy and artefacts	Seek Stakeholder Forum approval of the Draft Significance and Engagement Policy for community engagement Board approve community engagement on the Draft Significance & Engagement Policy	February
Community Engagement on Draft WSS & Draft Significance & Engagement Policy		March
Report back to Stakeholders Forum on community engagement, including their feedback on the Draft WSS Report back to Board on community engagement feedback including proposed amendments to the Draft Water Services Strategy and Significance & Engagement		April/May
Board Approve & Adopt Water Services Strategy	Stakeholder Forum approve Significance and Engagement Policy	June
Publish Water Services Strategy and Significance & Engagement Policy on the website		June

Transfer Agreements	Dates
Board Approve Transfer Agreement Plan	06/07/26
Board Update on Transfer Agreements due diligence Phase 1 (combined with Operations workstream)	03/08/26
Board Update on Transfer Agreements due diligence Phase 2 (combined with Operations workstream)	7/12/27
Board Update on Transfer Agreements	February
Brief Councils on Final Transfer Agreements	May
Councils approve Transfer Agreements	May/June
Publish Transfer Agreements on the website	June

APPENDIX B Proposed Water Services Strategy Structure and Content

Document Chapter	Document content subtitles	Information Source	Work Programme Lead	Draft to Board
Chair & CE Forward	Message from the Chairperson & Chief Executive			Dec
Overview	Our Story (who we are) About the Strategy Our Regulatory environment – overview of Govt reform & new regulatory requirements Iwi Partnership Approach High level summary of significant issues/ key challenges	Taumata Arowai Water Services Authority, Regional Council, Commerce Commission High level approach from framework being developed Iwi Partnership Approach Pulled from Transfer Agreement due diligence & Leads	Governance, Regulatory & Partnerships	Sept
Your feedback	How to have your say What happens with your feedback		Communication & Engagement	Sept
Our Wai	Water Network in the Wairarapa - Bring in national Context - Look for data with a snapshot national cost challenges - Overview of the regional Water Services network, our district	SAMP, Infometrics (or similar) slides, WSDPs Graphic picture of region/connections, storm water map	Communication & Engagement Operations, Service Delivery & Risk	Sept
Our Strategic Framework	Our Vision Ways of working Strategic Priorities	SoE & Organisational Strategic foundations work	Organisation, People & Change	Sept

Significant Issues/ Key Challenges	Overarching need for sustainability Long term sustainability and getting the balance right between investment, affordability and pace while continuing to deliver quality BAU services and build an organisation. Identify significant issues/ key challenges & how these will be addressed - sustainability – pricing & affordability, efficiency, capital programme	Framing in the SOE & Board discussions	Governance, Regulatory & Partnerships	Oct
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APPENDIX B – Proposed Water Services Strategy structure and content continued

Document Chapter	Document content subtitles	Information Source	Work Programme Lead	Draft to Board
Our assets & infrastructure Plans	Summary of the Water Services Asset Network Current state of the asset base for Wairarapa & Tararua – definition what’s included Asset condition Tables with Asset Summary Data – with a summary of the overall condition and a reference to the SAMP & AMP Asset values Significant drinking water, wastewater & storm water projects over the next 10 years - Project Year & Investment Capital Investment Plan (Strategy)	Transfer Agreement due diligence - SAMP/AMP, Investment Plan	Operations, Service Delivery & Risk	September
Funding Water Services	Financial Strategy Funding Models	Financial & Commercial modelling	Finance & Commercial	October

	Tariff Strategy, Pricing, Investment modelling, principles, proposed debt & borrowing limits (LGFA), approach to asset renewal funding & depreciation Fee & Charges – structure & pricing Water reform and billing: context for funding and pricing decisions – what does this mean? Financial Policies for consultation			
How we will Deliver	Our Performance Levels & Service Levels (what our Shareholders and Communities can expect from us) • Level of Service & performance measures set out in the Strategy • Reporting requirements • Regulatory reporting to Taumata Arowai, the Commerce Commission • Public reporting through annual reporting and information disclosures	Initial information from Transfer Agreement due diligence	Operations, Service Delivery & Risk Governance, Regulatory & Partnerships	Sept

APPENDIX B – Proposed Water Services Strategy structure and content continued

Document Chapter	Document content subtitles	Information Source	Work Programme Lead	Draft to Board
How we will Deliver	Establishment Phase priorities • Water services – Levels of Service & Performance measures • Wastewater – Level of Service & Performance measures • Storm Water – Level of Service & Performance measures • Organisational performance measures - Level of Service & Performance measures	From SLAs Strategic foundations work, KPIs, from Org Change programme & readiness activities	Operations, Service Delivery & Risk	Sept

			Organisation, People & Change	
Feedback	Stakeholder & Community feedback What we did for consultation/ engagement, feedback received XX submissions etc & Stakeholder feedback	Consultation	Governance, Regulatory & Partnerships	Sept
Consultation Proposals	Proposals for consultation/ feedback Financial – pricing and any Financial Policies Significance & Engagement Policy	Developed as part of the Financial Strategy information	Finance & Commercial Governance, Regulatory & Partnerships	October December
Appendices	Financial Statements • Forecasts (10 & 30 years) Operating Expenditure and Capital Expenditure • Actuals (Annual) • Revenue & Expenditure • Performance Indicators	Financial modelling	Finance & Commercial	December
Glossary			Governance, Regulatory & Partnerships	December

6 July 2026

Resolution to Exclude the Public

That the public be excluded from the following parts of the proceedings of this meeting. The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to the 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:

General subject of each matter to be considered		Reason for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution	Date information can be released
1.	Tariff structures and transition pathways	Good reason to withhold exists under Section 7	Section 48(1)(a)	TBC
2.	Capital strategy			
3.	Communications strategy			
4.	Approve CFO role description			
5.	Draft organisational strategy			
6.	Organisational policy framework (and first day zero policies)			
7.	Programme dashboard			
8.	Approval of PX minutes – 5 June 2026			

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by section 6 or section 7 of that Act or section 6 or section 7 or section 9 of the Official Information Act 1982, as the case may require, which would be prejudiced by the holding of the whole or the relevant part of the proceedings of the meeting in public are as follows:

8	Withholding the information is necessary to protect information which is likely to unreasonably prejudice the commercial	Section 7(2)(b)(ii)
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	position of the person who supplied or who is the subject of the information	
1, 2, 3, 4, 5, 6, 7, 8	Withholding the information is necessary to enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	Section 7(2)(i))
1, 2, 3, 5, 6, 8	Withholding the information is necessary to enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities	Section 7(2)(h)

The appropriate staff and advisors remain to advise the Board.