

Waiti Waters Board meeting

AGENDA 3 August 2026
Greater Wellington Regional Council, Masterton
9.00-9.30 a.m.

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

Apologies: Paul Collins

In attendance: Katherine Meerman (Programme Director), Pat Randles (Programme Manager), Jetta Hikuroa (Governance Workstream Lead), Tim Hammond (Operations and Service Delivery Workstream Lead), Lee Cowan (Communications Workstream Lead), Jessie Larsen (Organisation, People and Change Workstream Lead), Robyn Ward (Organisation Workstream), Laila Harre (Organisation Workstream), Debby Giness and Tessa O'Rorke (Customer strategy), Ian Martin (AECOM), Miles Wyatt (AECOM), Stuart Hylton (AECOM), Tony Urquhart (PDP), James Lear (PDP)

Agenda			
1.	Karakia and welcome	Chair	9.00-9.05
2.	Directors' interests register	Chair	9.05-9.10
3.	Minutes of 6 July 2026 Board meeting	Chair	9.10-9.15
4.	Monthly programme report	Katherine Meerman, Pat Randles	9.15-9.25
5.	Resolution to move to public excluded	Chair	9.25-9.30

Public excluded items	
6.	Asset management and capital programme
7.	Transfer Agreement first cut due diligence
8.	Organisational strategy approval
9.	Operating model approval
10.	Tier 2 structure approval
11.	Day one customer strategy
12.	Collective bargaining financial parameters approval
13.	Approval of day zero policies
14.	Approval to sign office lease
15.	Programme dashboard
16.	PX minutes of 6 July 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
Maria Robertson	Independent member, Defence Capability Board	6 July 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

Public Board meeting minutes	
Date	06 July 2026
Venue	Waihenga Centre (Supper Room), Martinborough
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) • 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 Chair called for updates on The Directors' Interests Register with one addition raised for inclusion: • Maria Roberston has been appointed to as an independent member of the Defence Capability Board. There were no conflicts of interest in relation to the meeting agenda.
3.	Approval of minutes of public section of 05 June 2026 Board meeting <u>Board resolutions:</u> 1. The minutes of the public section of 05 June 2026 Board meeting were approved by the Board. (Moved: Jo Hayes, Seconded: Clive Rundle, Carried)
4.	Monthly Programme Update The Programme Director provided the monthly programme update and the progress made in the last month across workstreams. Key aspects of the update included: • Statement of Expectations – now at advanced stage with review and ratification with councils planned following Board and Stakeholder Forum engagement in early June. • Staff transition – council staff who work predominantly on water services have now had their employment pathway confirmed (Direct Offer and Priority Offer pathways), which provide significant certainty as well as giving confidence to the Board on core people capability. • Finance and Commercial – key focus areas in this quarter are financial strategy (tariff structure, capital strategy and revenue paths) as well as LGFA accession. • Digital Procurement - procurement is under way for the new finance, customer and billing, and asset management systems. Work will also commence with existing council vendors on reuse of HR, Payroll, Health and Safety and GIS solutions. Evaluation of council Operational Technology is underway, following some delays.

- **Asset Management / Capital work Programme** – the combined approach to asset management and a combined (regional) capital investment programme is a priority piece of work for the programme. The associated review is progressing well through Aecom who has been appointed to lead this work. The final deliverables will be provided to the Board in August. It was agreed that Clive would review the draft documents on behalf of the Board.

Board resolutions:

1. **Note** the monthly programme update.

(Carried)

Transfer Agreement, Significance and Engagement Policy and Water Services Strategy Plan

Jetta Hikuroa introduced the item noting the proposed plan to deliver the Transfer Agreement, Water Services Strategy, and Significance and Engagement policy. Key discussion points included:

- There was a discussion on having an up-front scene setting element of the Water Services Strategy to provide a fuller understanding of the region and our assets.
- Comfort with a three-year focus to the strategy and on timing and approach to consultation. The Board's role in the consultation process needs to be confirmed.
- Clarification was sought on the timing for the iwi partnership framework to ensure sufficient time is allowed to develop the approach and need to confirm the protocols Councils have in place for engagement.
- Cost to Serve was highlighted as an important principle to include early in Water Services Strategy document. A medium-term view of billing and funding (possibly 10 years) was also highlighted as being a useful view.
- The key document development and consultation dates in the pack are available to the public on the Waiti Waters website (copy of Board paper). It was confirmed that the Water Services Strategy will be approved on or before June 2027, noting that the initial WSS would be refined after 12 months of Waiti Waters experience of running water services for the region.
- Simple approach to the Significance and Engagement policy is preferred, drawing on Waiti Waters commercial and financial drivers (noting these are different to Councils)
- Need clarity on a process for wash up for the Transfer Agreements, noting there may be details that need revision post transfer.

5.

	<u>Board resolutions:</u> It was 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. (Moved: Paul Collins, Seconded: Jo Hayes, 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 the Public Excluded part of the meeting. (Moved: Maria Robertson, Seconded: Clive Rundle, Carried)

Subject:	Monthly programme update		
To:	Waiti Waters Board		
From:	Katherine Meerman, Programme Director	Date:	3/8/2026
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 has completed the Statement of Expectations and the Statement is in the process of being adopted by all four Councils. Council meetings will be held on 29 and 30 July and 5 August and an update on progress of adoption will be provided in the Board meeting.

5. Planning for the development of the Water Services Strategy (WSS) has begun, in line with the Board's direction 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. With the organisational strategy, asset management programme and plans, and core elements of the financial strategy well advanced, we are in a good place to start pulling this strategy together. We will begin bringing the Board draft WSS content from the September meeting, with a full draft complete in December.
6. Preparatory work is underway on the development of the Transfer Agreements (refer to the Operations workstream) and the Board will consider the first cut of preparatory work on contracts, consents, property and asset data in August.

Organisation, People and Change

7. This area of the programme has continued to be a major focus of the programme in the last month. By the end of September, we expect all major components of organisational strategy and detailed operating model and organisational design to be essentially complete and ready for implementation alongside the incoming management team.
8. Key progress this month includes:
 - The Chief Executive search process is nearing completion, with the successful candidate expected to be in role in October. The CFO search process has commenced, following the Board's approval last month. Subject to the Board's final confirmation of the tier 2 structure, preparation of role descriptions and planning for recruitment of the remaining roles can also get underway.
 - Discussions on lease terms for the head office in Masterton have been completed with the landlord, ready for the Board's consideration. We have prioritised confirming lease terms for the head office and will now look to confirm arrangements for a new lease arrangement for Oringi Business Park in Tararua.
 - Work on detailed organisational design is progressing well, with full scoping of functional capabilities required in each part of the organisation being advanced following confirmation of staff transition pathways. Detailed organisational design will be ready for the Board's consideration in September.

Finance and Commercial

9. Following the Board's approval last month of the core elements of the capital strategy and to initiate the LGFA accession process, we have submitted our accession documentation for the LGFA Board's consideration. The accession process proceeds in two stages – a credit approval process by the LGFA Board, followed by development of the legal documentation (including shareholder guarantees). Documentation submitted supports the credit process and we have begun working with LGFA on necessary legal documentation to support the next stage of the process. We still expect to have completed accession by September/October.
10. By the end of the current quarter, we expect all core elements of the financial strategy (tariff structure, capital strategy, revenue and price paths) will be confirmed and ready for incorporation into the draft WSS. Working with Councils on the debt transfer approach and quantification is a priority in the coming month.

Digital and Systems

11. We are nearing the end of the procurement process for new finance, customer and billing and asset systems and expect to be able to appoint the successful vendor this month. We are also

expecting to complete negotiation and sign contracts with vendors for HR, Payroll, Health and Safety and GIS solutions this month – in the case of these systems, we are reusing a system in place in at least one of the four Councils.

12. Other work underway in this workstream includes implementation of core corporate technology setup 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 nearing completion and will be ready for Board consideration in September.

Operations, Service Delivery and Risk

13. A major focus of this workstream this month has been the completion of the 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. There are four components to this work which will be considered by the Board in August:
 - benchmark current Asset Management Processes
 - develop a combined Asset Management Plan
 - build a revised Capital Programme for the region
 - develop a combined Drinking Water Safety Plan (DWSP).
14. These products will then be used as the basis of a major part of the Water Services Strategy and will be published alongside the strategy for public review next year.
15. We are continuing to work with Councils on the delivery model and roles and responsibilities for stormwater services, which will require close collaboration between Councils and Waiti Waters, and will bring a proposal for a shared service delivery model to the Board in September.
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, with the first update for the Board in August.
17. With a new team member arriving to support the Operations workstream (as well as support the Governance workstream), projects to develop the organisation's emergency management framework, trade waste approach, and operational risk framework (including health and safety) will now be able to get underway.

Communications and customer

18. This month the Board will consider the day one customer strategy – 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.
19. Subject to the Board's approval of the strategy, we will bring back an implementation plan for the September meeting. A number of the core recommendations of the strategy are already underway (e.g., determination of customer and billing systems, communications planning for customer cutover, development of customer hardship etc policies). Others (e.g., determining the customer service delivery model) are important next priorities.
20. Following the Board's direction in July, communications planning for the WSS public engagement and water information/education initiatives are underway.

3 August 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.	Asset management and capital programme	Good reason to withhold exists under Section 7	Section 48(1)(a)	TBC
2.	Transfer Agreements due diligence			
3.	Organisational strategy			
4.	Operating model			
5.	Tier 2 leadership structure			
6.	Day one customer strategy			
7.	Collective bargaining parameters			
8.	Day zero policies			
9.	Office lease			
10.	Programme dashboard			
11.	Approval of PX minutes – 6 July 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:

9, 10	Withholding the information is necessary to protect information which is likely to unreasonably prejudice the commercial position of the person who supplied or who is the subject of the information	Section 7(2)(b)(ii)
1, 2, 4, 5, 6, 7, 8, 9, 10, 11	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, 4, 6, 9, 10, 11	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.