Waitī Waters
Board meeting

AGENDA

7 September 2026
Pahiatua Council Chamber
9.00-9.30 a.m.

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

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 and Customer Workstream Lead), Jessie Larsen (Organisation, People and Change Workstream Lead), Rebecca Chenery (Digital Workstream Lead), Mike Chatterley (Finance Workstream Lead).

Agenda			
1.	Karakia and welcome	Chair	9.00-9.05
2.	Directors' interests register	Chair	9.05-9.10
3.	Minutes of 3 August 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.	Joint session with Stakeholders' Forum
7.	LGFA accession
8.	Financial base case
9.	Operational technology options
10.	Systems of record procurement
11.	Stormwater delivery approach
12.	Water Services Strategy and consultation
13.	Water education campaign
14.	Customer implementation plan
15.	Change and operational readiness plan
16.	Direct offer pathway employment offers and tier 2 approvals
17.	Programme dashboard
18.	Minutes of public excluded 3 August Board 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 Waitī Waters Limited	Deed of Access, Indemnity and Insurance	4 May 2026
Each director of Waitī Waters Limited	Approval of inception of Directors’ and Officers’ Liability Insurance	4 May 2026

Public Board meeting minutes	
Date	03 August 2026
Venue	GWRC Offices, 34 Chapel St., Masterton
Time	9.00 a.m. – 9.30 a.m.

Attendance	
Waitī Waters Board	**Programme Team**
• Adrienne Young-Cooper, Chair • Clive Rundle • Jo Hayes • Maria Robertson Apologies: Paul Collins	• Katherine Meerman (Programme Director) • Pat Randles (Programme Manager) • Jetta Hikuroa (Governance, Regulatory and Partnerships WS Lead) • Jessie Larsen (Organisation, People and Change WS Lead) • Tim Hammond (Operations, Service Delivery and Risk WS Lead) • Sarah Owen, (Governance and Operations WS) • Robyn Ward, (OPC Workstream)

Minutes	
1.	**Karakia and welcome** The meeting was opened with a karakia.

2.	**General comments from the Chair** Our vision is to deliver safe and reliable water services that communities can rely on. A key element of safety is taking care and thinking about what we do. The Chair proposed to introduce a safety moment to each future Board meeting as a means of reinforcing our vision and priority on health and safety to be led by Directors.
3.	**Director's Interests Register** The Chair called for updates on The Directors' Interests Register and none were identified. There were no conflicts of interest in relation to the meeting agenda.
4.	**Approval of minutes of public section of 06 July 2026 Board meeting** **Board resolutions:** 1. The minutes of the public section of 06 July 2026 Board meeting were approved by the Board. (Moved: Clive Rundle, Seconded: Jo Hayes, Carried)
5.	**Monthly Programme Update** The Programme Director provided the monthly programme update summarising the progress made in the last month. Key progress highlighted in the monthly report included: ○ SOE ratification in progress with councils and Water Services Strategy groundwork ○ Finalisation of organisational strategy, operating model and organisation design ○ CE recruitment near completion and CFO recruitment commenced ○ Progress of property leases for Masterton and Oringi Park ○ Procurement process for System of Record at advanced stages ○ Review of Operational Technology across councils and development of forward path ○ Combined approach to asset management and a combined (regional) capital investment programme ○ Development of a Day 1 Customer Strategy

	The following areas were discussed in more detail with the Board: • **Digital and Systems** – the Board was interested in progress of the Operational Technology (OT) review. It was confirmed that the review had been completed and findings documented. It was highlighted that it was not feasible to migrate OT systems from councils to Waitī Waters prior to Day 1. A service agreement would be needed with councils in the short term. Concern was also expressed on the increasing cyber security risk in the OT area globally, an area that will need some focus for Waitī Waters. • **Stormwater** – the Board confirmed that there would need to be a common view with councils on how stormwater services were delivered. This would require work with councils and other providers, as well as considering future regulatory obligations. Tim highlighted that this would involve a formal multi-party agreement between Waitī Waters and councils. This area will continue to be progressed by the programme with further updates to the Board. • **Iwi partnerships** – there was a discussion on iwi partnerships and access to iwi land. It was highlighted that this needs to include Wairarapa Moana. Discussions in this area are ongoing including access, namely where Waitī Waters needs it and why. **Board resolutions:** 1. **Note** the monthly programme update. (Carried)
6.	**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. **Board resolution:** 1. The Board agreed to move into the Public Excluded part of the meeting. (Moved: Clive Rundle, Seconded: Jo Hayes, Carried)

Subject:	Monthly programme update		
To:	Waitī Waters Board		
From:	Katherine Meerman, Programme Director	**Date:**	7/9/2026
Approved:			

It is recommended that the Board:

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

Purpose

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

Background

2. The transition programme for Waitī Waters 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 as at the end of August:

   - Governance, regulatory and partnerships
   - Organisation, people and change
   - Finance and commercial
   - Digital and systems
   - Service delivery and operations
   - Communications and customer.

Programme workstream updates

Governance, Regulatory and Partnerships

4. The Statement of Expectations (SOE) process is now complete, having been adopted by all four Councils and issued to Waitī Waters. As required by legislation, the SOE has been published on the Waitī Waters website [Key Documents | Waiti Waters]

5. Preparation 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 approach, and iwi partnerships approach. We will progressively prepare the WSS over the next few months, with a full draft ready for the Board and Stakeholders' Forum's consideration in December.

6. Following the Board's review of the first cut of Transfer Agreement data in August, we are continuing to work with Councils to plug data gaps and build out full data sets. We are now commencing data cleaning and checking for completeness to shape up the programme of work to address issues identified.

Organisation, People and Change

7. This area of the programme has continued to be a major focus of the programme in the last month. Key recent progress includes:

   - The Waitī Waters' organisational strategy is complete, having been approved by the Board in August. This strategy sets out Waitī Waters vision, service commitment, organisational ways of working, and action plan that sets out how we will deliver on the expectations set out in the Statement of Expectations. It will now form the basis of the Water Services Strategy and continue to shape organisational design, operating model development and preparation for transition.

   - CEO search process is completed, with a start date confirmed for 19 October. The CFO search has now closed, and the next stages of the process are underway. All remaining tier 2 roles have been sized by Strategic Pay and are ready to go to market.

   - Work on detailed organisational design is nearing completion and will be ready for the Board's consideration in October. Fourteen roles across the organisation have been selected and will be provided to Strategic Pay for sizing, which will also enable the remainder of the roles to be benchmarked and organisational costing to be completed. Tier 3 role descriptions have been developed and provided to Strategic Pay. We are continuing to do some further testing with subject matter experts on the Assets & Infrastructure Group and the Regulatory & Compliance team to ensure we have a clear view of the capabilities required in these teams.

   - Employment offers have been prepared for all staff on the Direct Offer pathway, and these are ready for release to staff following the Board's consideration in September. Following Board approval, we intend to release these offers to staff, who have ten days under the Staff Transfer Guidelines to accept/decline the offer – this will mean by mid-October we will have a confirmed operational workforce.

   - The lease for the Masterton head office has been signed and detailed design of the fit out is underway. We are now initiating leasing conversations for the Oringi site and arrangements for the Carterton depot.

   - Work on the change and operational readiness plan is underway, for Board consideration in September and October. Once approved, the operational readiness framework will be used to track and monitor progress prior to day one.

8. We have initiated the pre-bargaining working party following the Board's approval in August.

   - We have completed two working party sessions focussed on the structure and key issues for inclusion in the collective agreement, with a further four meetings scheduled on remuneration and KiwiSaver, leave entitlements, on-call, overtime and call-back, and a final wash-up of remaining issues. Discussions so far have been highly collaborative.

- Unions have indicated that they will seek to initiate for collective bargaining around the middle of October, once staff on the Direct Offer pathway have accepted offers of employment. This is in line with our planned timeframe. We expect to bring the negotiated collective agreement to the Board for approval in the November.

Finance and Commercial

9. This month we completed the first stage of the LGFA accession process, receiving the necessary approvals for our membership from the LGFA Board. This approval process considered our financial projections and ability to meet the LGFA's financial covenants for water organisations. We are preparing legal documentation and will be seeking Councils' approval to guarantee structures in September/early October in order to complete the accession process in October.
10. Work on tariff design is continuing with customer segmentation being considered by CV, usage volume and property type (commercial, residential and industrial) and across drinking water, wastewater and stormwater. This will be completed for Board decision in October for inclusion in the Water Services Strategy.
11. Working with Councils on debt transfer and identification has been a priority this month, with an update for the Board provided in September. Access to timely information will continue to be important to enable this aspect of the work to progress.
12. We are also continuing to build up the operating cost model picture as transition decisions are made. By the end of the current quarter, we expect core elements of the financial strategy (tariff structure, capital strategy, revenue and price paths) will be confirmed and ready for Board consideration and incorporation into the draft WSS.

Digital and Systems

13. We reached a major milestone this month with a preferred vendor for new finance, customer and billing, and asset management systems, and are currently completing negotiations before seeking the Board's final approval to appoint.
14. Work on options analysis for operational technology (e.g., SCADA systems) implementation has been completed and is ready for the Board's consideration in September.
15. Implementation of the core corporate technology setup (e.g., sharepoint site, emails etc) is nearing completion, with the programme team transitioning across in September ahead of the Chief Executive's arrival in October.

Operations, Service Delivery and Risk

16. This month we have completed our work with Councils on a proposed delivery model and roles and responsibilities for stormwater services. Subject to the Board's decision in September, we will move to developing a service agreement (as required by the water services legislation) between Waitī Waters, Councils and NZTA – this agreement will be included as a schedule to the Transfer Agreement.

17. Following the Board's discussion last month on the asset management documents, these documents are being revised ready for discussion with the incoming Chief Executive. They will be brought back for Board approval in November and will be included for public review as part of the Water Services Strategy next year.

18. This month we have started two new pieces of work in this workstream – health and safety and emergency management frameworks. Under the current Emergency Management Bill, as an "essential infrastructure provider", Waitī Waters will be required to ensure that its services are able to function to the fullest possible extent, during and after an emergency, even at a reduced level, and it must develop a plan to carry out this duty. The Incident and Emergency Management Framework is in draft and out with Councils for feedback. This work will be available for the Board's review and adoption in November. For the Health and Safety Framework, we are currently gathering information on Council current practices with a view to preparing an approach for Waitī Waters that reflects existing strengths while supporting effective governance, risk management and clear accountability.

<u>Communications and customer</u>

19. The Board approved the day one customer approach in August – this work has determined 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.

20. Following the Board's approval, work on the plan for implementation is underway for Board consideration this month. 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.

21. Communications planning for public engagement on the Water Services Strategy in early 2027 and water information/education initiatives are also underway, including coordinating planning for consultation jointly with Councils' LTP activities so that communities can see the full picture of Councils and Waitī Waters priorities and costs.

Waitī Waters

7 September 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.	Joint session with Stakeholders' Forum	Good reason to withhold exists under Section 7	Section 48(1)(a)	TBC
2.	LGFA accession			
3.	Financial base case			
4.	Operational technology options			
5.	Systems of record procurement			
6.	Stormwater delivery approach			
7.	Water Services Strategy and consultation			
8.	Water education campaign			
9.	Customer implementation plan			
10.	Change and operational readiness plan			
11.	Direct offer pathway employment offers and tier 2 approvals			
12.	Programme dashboard			

13.	Minutes of public excluded 3 August Board meeting	

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:

2, 5, 13	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, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13	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))
2, 3, 4, 5, 6, 7, 13	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.