Waitī Waters
Board meeting

10 November 2026
Masterton

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

In attendance (Waitī Waters)
Paul Floyd (Chief Executive)

In attendance (programme team)
Katherine Meerman (Programme Director), Pat Randles (Programme Manager), Jetta Hikuroa (Governance Workstream Lead), Tim Hammond (Operations Workstream Lead), Jessie Larsen (Organisation, People and Change Workstream Lead), Mike Chatterley (Finance Workstream Lead)

Guests
Commerce Commission, Taumata Arowai

Agenda			
1.	Karakia and welcome	Chair	9.00-9.15
2.	Safety moment	Jo Hayes	
3.	Directors' interests register	Chair	
4.	Minutes of 7 September 2026 Board meeting	Chair	
5.	Chief Executive's report	Paul Floyd	9.15-9.25
6.	Resolution to move to public excluded	Chair	9.25-9.30

Public excluded items	
7.	Operational readiness
8.	Board, Commerce Commission and Taumata Arowai discussion
9.	Financial update
10.	Pricing strategy
11.	Debt transfer
12.	Strategic asset management plan
13.	Water Services Strategy
14.	Contract approvals
15.	Insurance
16.	Programme dashboard
17.	Minutes of public excluded October 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, Network Enabled Army 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	15 Oct. 2026
Venue	TDC Council Chambers, Dannevirke
Time	10.15 am to 10.45 am

Attendance		
Waitī Waters Board	**Programme Team**	**Waitī Waters**
• Adrienne Young-Cooper, Chair • Clive Rundle • Jo Hayes • Maria Robertson via Teams, until 1.00 p.m. • Paul Collins	• Katherine Meerman (Programme Director) • Pat Randles (Programme Manager) • Jetta Hikuroa (Governance, Regulatory and Partnerships WS Lead) • Mike Chatterley (Finance & Commercial WS Lead) • Tim Hammond (Operations, Service Delivery and Risk WS Lead) • Robyn Ward (Organisation, People & Change WS)	• Paul Floyd, CE Designate

Minutes	
1.	**Karakia and welcome** The meeting was opened with a Karakia.
2.	**General comments from the Chair** The chair welcomed Paul Floyd and acknowledged his attendance before officially starting as CE on 19 October and the significant team engagement and preparation work that Paul had done in advance of his start. Paul extended his thanks for the warm welcome and the opportunity to engage with the programme and he is looking forward to getting started.

3.	**Safety moment** It was agreed at the August 2026 Board meeting that a safety moment (to be led by Directors) would be observed at the start of each Board meeting as a means of reinforcing our priority on health and safety. The October Board meeting safety moment was provided by Clive Rundle and focused on Health and Safety practices at our water services facilities on recent Board site visits. Key observations included: • Observations on the approaches taken to induction at plants visited • Importance of Waitī Waters having a standardised approach across plants in the service area • Need for practices to respond to the range of operational activities undertaken by the workforce (e.g., travel, work in the network, treatment plants etc). • Need to ensure practices and approaches are ready for day one, noting important steps are underway with provision in the organisation design and strength of the incoming CEO in this area.
3.	**Director's Interests Register** The Chair called for updates on The Directors' Interests Register. There were no updates and no conflicts of interest in relation to the meeting agenda. The Chair highlighted that any CE interests would be logged also.
4.	**Approval of minutes of public section of 07 September 2026 Board meeting** **Board resolutions:** 1. The minutes of the public section of 07 September 2026 Board meeting were approved by the Board as a true and accurate record of the meeting. (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: • The three key milestones of note for the programme, namely: a. Infor engagement and associated work with Waikato Waters. b. Offers to staff on Direct Offer Path - progressing well and will help mitigate capability risk. c. LGFA funding - shareholder approval which also helps to mitigate risk. • Key areas of attention include: • the need to manage the digital transition carefully to ensure delivery within tight timeline.

	• the rates insert in council rates bills that have commenced this week will bring a level of increased attention and profile for Waitī Waters.
	• Points of discussion included:
	  • Pressure that upcoming recruitment could place on the Greytown office. Katherine confirmed the target to be in the new Waitī Waters office by 01 April and that we are also looking at leasing arrangements on level 3 of the Departmental Buildings for short-term overflow. Greytown office will be sufficient until April.
	  • Transfer Agreement information from councils and whether information gaps are being filled. Jetta confirmed that we have good council engagement and we will have a clear workplan by the end of the month to complete the Agreements.
	  • Ongoing general risks around information flow from councils to complete key aspects of workstreams (particularly digital and finance).
	Board resolutions:
	The Board resolved to:
	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 by Paul Collins, seconded by Clive Rundle, Carried)

Subject:	Chief Executive's report		
To:	Waitī Waters Board		
From:	Paul Floyd, Chief Executive	**Date:**	10/11/2026
Approved:			

It is recommended that the Board:

1. **Note** the monthly Chief Executive's report.

Purpose

1. This report is an information update on the establishment and operation of Waitī Waters for the current reporting period.

Organisation and people

2. Recruitment and staffing decisions and progress is well on track:

    - Leadership: Recruitment for all tier 2 roles is continuing, with interviewing underway for the GM, Customer People and Safety, GM, Infrastructure, GM, Service Delivery and GM, Governance Regulatory and Strategy. Recruitment of the CFO has been problematic with withdrawals by preferred candidates. We are currently exploring options to fill with a fixed term contract and go to market in 9 – 12 months.

    - Transferring staff: Employment offers have been made to staff on the Direct Offer pathway, with most acceptances received. Several staff have not returned offers on the basis that the guidelines identified that offers will be treated as accepted if not returned directly – we are following up to ensure we have confirmed acceptances from remaining staff. Offers have also been made to Council staff on the Priority Offer pathway.

    - New recruitment: recruitment is underway for 13 new roles reported to the Board in October. An intensive recruitment push until Christmas is planned to enable staff to being arriving from February.

3. Staff meet and greet sessions have been held with Council transferring staff to talk through the Waitī Waters organisation strategy and priorities and how we are building the organisation ahead of day one. Good progress has been made with unions on the collective bargaining and working party process, which is still expected to be completed by December.

Strategy development

4. Work is continuing with the Water Services Strategy which will set out long-term organisation strategy, financial strategy, capital programme, and how we will deliver services to customers and the community. Updated initial chapters are available for the Board this month, and we will have a full draft ready for the Board and Stakeholders' Forum's consideration in December.

5. A key part of the long-term strategy is our financial strategy, including pricing approach, starting debt position, and capital delivery priorities.

    - Work on tariff design and pricing has continued this month with further Board consideration customer segmentation, high use customers and ancillary charges in November. Work is still ongoing on growth charges for December, with full tariff structures complete for inclusion in the Water Services Strategy in December.
    - Working with Councils on debt transfer and identification has continued this month with a finalised debt position and analysis of options for debt transfer ready for the Board's consideration. This analysis has reflected the Board's position that debt transfer should minimise costs to customers, Councils and Waitī Waters.
    - We are continuing work on a finalised and prioritised capital investment programme which reflects applies the framework and investment principles established in the Strategic Asset Management Plan and IDP and tests the impact of this programme on pricing for each Council district, reflecting cost-to-serve pricing. This will be available for the Board's consideration in December.

Digital transition

6. Work is underway on the development of the asset management, finance and customer and billing systems. Initial workshops on configuration will be held jointly with Infor and Central Districts Water in November and December – these must be completed on time in this period for the transition to remain on track. Access to subject matter experts in Councils, transition team or sourced externally for this period is critical. Data requests are out with Councils for data extracts for all three systems, with information received from three and one outstanding – this will provide the first assessment of the quality of the data and extent of work required in cleaning, migration, and configuration.
7. We have gone to market for corporate technology support and management which is expected to cover Microsoft tenant and licensing management, service desk and user support, endpoint security and protection, device procurement and build, and office desk hardware. An appointment of a supplier is expected by mid-November to support incoming staff.

Council transition

8. We will have work plans in place with Councils for completion of the Transfer Agreements which identify where information is ready to be included directly into the Transfer Agreements or where specific actions are required for each contract/land parcel/consent etc by either the programme team or Council. Much of the work to be done reflects long-standing complex or informal arrangements in place in relation to key assets and land. The work is likely to fall particularly to Councils so has reasonable resourcing implications for them over the coming months and we will need to work closely to ensure consistent progress.

Communications

9. Following the Board's approval in October, Waitī Waters social media channels were launched. Key monthly summary is included in attached. Since launch of Facebook on 22 October to 31 October, our posts received 40,700 views, our Facebook page had 831 page visits, and we now have 179 followers. This is excellent engagement in just a week (for $53.90 spend during this period). Rates insert notices have also gone out to customers in Masterton as part of latest hard copy rates invoices, with other Councils to follow in next invoices.
10. Communications planning is continuing for public engagement on the Water Services Strategy in early 2027, 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. Dates from Councils look like the consultation will run from mid-March to early May. Indicative consultation material will be available for the Board is December, alongside the draft Water Services Strategy.

11. As part of the Water Services Strategy consultation, we will consult on draft customer policies that will set out how Waitī Waters will deliver to the community. These include a Customer Charter (required under the Statement of Expectations), hardship and waiver policy, service reliant (vulnerable) customers, and complaints and will be brought to the Board in December. As part of ensuring Waitī Waters is customer focused, we are intending to join the Utilities Disputes scheme which will be provide customers with a free and independent avenue to have issues and complaints considered.

11 November 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.	Operational readiness	Good reason to withhold exists under Section 7	Section 48(1)(a)	TBC
2.	Board, Commerce Commission and Taumata Arowai discussion			
3.	Financial update			
4.	Pricing strategy			
5.	Debt transfer			
6.	Strategic asset management plan			
7.	Water Services Strategy			
8.	Contract approvals			
9.	Insurance			
10.	Programme dashboard			
11.	Minutes of public excluded October 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:

8,9,11	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	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))
3,4,5,7,8,9,11	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.