

Waiti Waters

Board meeting

AGENDA

15 October 2026

Dannevirke Town Hall/Council Chamber

10.15-10.45 a.m.

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

In attendance: Paul Floyd (Chief Executive, designate), 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), Mike Chatterley (Finance Workstream Lead), Robyn Ward (Organisation, People and Change Workstream).

Agenda			
1.	Karakia and welcome	Chair	10.15-10.30
2.	Safety moment	Clive Rundle	
3.	Directors' interests register	Chair	
4.	Minutes of 7 September 2026 Board meeting	Chair	
5.	Monthly programme report	Katherine Meerman, Pat Randles	10.30-10.40
6.	Resolution to move to public excluded	Chair	10.40-10.45

Public excluded items	
7.	Financial update
8.	Pricing strategy
9.	Levels of service and performance measures
10.	Water education
11.	Organisational design
12.	Pre-day one recruitment strategy
13.	Collective bargaining
14.	Employment offers
15.	Water Services Strategy
16.	Delegated authority framework
17.	Programme dashboard
18.	Minutes of public excluded September 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 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	07 Sept. 2026
Venue	Council Chamber, Pahiatua
Time	9.00 a.m. – 9.30 a.m.

Attendance	
Waiti Waters Board	Programme Team
• Adrienne Young-Cooper, Chair • Jo Hayes • Maria Robertson • Paul Collins Apologies: Clive Rundle	• Katherine Meerman (Programme Director) • Pat Randles (Programme Manager) • Jetta Hikuroa (Governance, Regulatory and Partnerships WS Lead) • Sarah Owen, (Governance and Operations WS)

Minutes	
1.	Karakia and welcome The meeting was opened with a karakia.
2.	General comments from the Chair The Chair welcomed Board members and any programme team members in attendance at the meeting. The Chair noted that it was likely that these meetings would include more public attendance in the future.

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 September Board meeting safety moment was provided by Maria Robertson and focused on the impact that change can have on people and their wellbeing. Key take out points were the need to: • Ensure we are well prepared to manage change with people • what infrastructure we put around people to support them through change • making sure that we have the right contractual arrangements in place • the need to have the requisite support structure for people • the need for it to be there before Day 1
3.	Director's Interests Register The Chair called for updates on The Directors' Interests Register- one required amendment to the existing register was identified for Maria Robertson (Defence Capability Board should read Network Enabled Army Programme). There were no conflicts of interest in relation to the meeting agenda.
4.	Approval of minutes of public section of 3 August 2026 Board meeting <u>Board resolutions:</u> 1. The minutes of the public section of 03 August 2026 Board meeting were approved by the Board. (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: • a notable uplift in the pace of delivery • significant work on Waiti Waters organisation structure and capability

	• good progress on LGFA accession with forward plans for council briefing and guarantee approvals • a strong focus on how we keep staff on the Priority Offer Path engaged • the programme is on track to issue offers to staff on the priority path by the end of September Katherine noted that we are moving towards a new phase as the organisation comes into play with the imminent arrival of the new CE. One clarification was raised in the use of the CE title by Paul Floyd in email correspondence in advance of his official start at Waiti Waters. The Chair clarified that 'CE designate' was the correct title at this point and that Paul should be advised accordingly. <u>Board resolutions:</u> • Note the monthly programme update. (Carried)
6.	Stakeholder Forum Meeting It was noted that the Stakeholder Forum Meeting (later in the morning) would discuss the Waiti Waters Organisation Strategy and our ongoing work on tariff structures. It was important that the Board determined the comfort level of stakeholders in each area along with considering any feedback that may be provided. It was noted that the tariff structure had complexity and communications challenges that would need to be addressed. Other key areas of interest for the Stakeholder Forum (for possible future discussion) would be debt transfer and the associated Transfer Agreements.
7.	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. (Carried)

Subject:	Monthly programme update		
To:	Waiti Waters Board		
From:	Katherine Meerman, Programme Director	Date:	15/10/2026
Approved:			
It is recommended that the Board:			
1. Note the monthly programme update.			

Purpose

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

Background

- The transition programme for Waiti 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.
- This paper provides a summary of monthly updates in each of the Programme’s six workstreams as at the end of September:
 - 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

- Work is continuing on the Water Services Strategy, 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. 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. 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 and set a work programme to set out how data gaps will be filled and responsibilities for completing work on identified issues. We will have a full work plan in place by the end of October which will 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. This work is likely to fall particularly to Councils so has reasonable resourcing implications for them over the coming months.

Organisation, People and Change

6. Recruitment and staffing decisions and progress is well on track:
 - Recruitment for all tier 2 roles is progressing well – the GM, Finance and Commercial role is in the final stages and the search process for the GM, Customer People and Safety, GM, Infrastructure, GM, Service Delivery and GM, Governance Regulatory and Strategy are nearing completion. Applications for Infrastructure and Customer People and Safety close on 16 October and the remaining roles close on 30 October. There is strong market interest in all four roles.
 - Work on detailed organisational design is complete and ready for the Board's consideration in October, including costing of the proposed structure. Job descriptions for all roles have been completed and approved by the incoming Chief Executive and tested in many cases with incoming staff and leaders.
 - We have developed pre-day one staffing requirements and recruitment strategy for the Board's consideration, which is supported by the incoming Chief Executive. The roles recommended for early recruitment are to enable organisational systems and processes to be established and tested early, and responsibilities to begin transferring from the programme team to permanent Waiti Waters staff and leadership.
 - Employment offers have been made to staff on the Direct Offer pathway, with the period for acceptance of offers closing on 14 October. Drop-in sessions for transferring staff have been held providing the opportunity for staff to ask questions about their role, the process and Waiti Waters prior to making a decision on their offer.
7. The detailed design brief of the office fit out has been confirmed and the landlord is now underway with the preparatory stages of the works. We are now working on leasing arrangements for the Oringi site and Carterton depot, and a proposal for short term overflow space in the Department Building to support early months of operations.
8. Following the Board's approval of the change and readiness framework in September, we are developing detailed operational readiness criteria for groups and functions across the organisation, which will be used to track and monitor progress prior to day one. We will start reporting in the November Board meeting.
9. We are anticipating concluding the working party process with unions in October which should provide the basis of the new collective agreement. This will mean that the formal bargaining process can begin at the end of the month.

Finance and Commercial

10. This month we completed the have completed process for gaining shareholder approval to the LGFA accession terms, and shareholder guarantee arrangements for Waiti borrowings – including working capital and long-term capital investment programme. Legal documentation is in the final stages of sign off by shareholders, Waiti Waters and the LGFA board.
11. Work on tariff design is continuing with further Board consideration on drinking and wastewater tariffs and transition in October. Work is still ongoing on stormwater and growth charges, with a further Board update in November that will bring the pricing strategy together. Full tariff structures will be completed for inclusion in the Water Services Strategy in December.
12. Working with Councils on debt transfer and identification has continued this month with the majority of required information now received from Councils on FY26 debt identification and information on portfolios to support analysis of debt transfer options.

Digital and Systems

13. The month the Board approved the preferred vendor, Infor, for new finance, asset management and customer and billing systems and work is underway. Implementation governance is being stood up to oversee the work. We are also looking to work with to work closely with other transitions and water organisations with Infor systems to ensure we maximise the efficiency in implementation and reduce delivery timeframes and risk. We have significant data requests out with Councils for data extracts for all three systems – this will provide the first assessment of the quality of the data and extent of work required in cleaning, migration, and configuration.
14. We are preparing to go 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, with an appointment expected in November, in time to provide support to arriving Waiti Waters staff. The programme team has completed migration across to a Waiti Waters environment this month.
15. Following the Board's approval to the transition approach for operational technology in September, we are working with Councils to confirm details and begin implementation planning.

Operations, Service Delivery and Risk

16. Following the Board's decision last month on the approach to stormwater management, we have initiated work with Councils on implementation planning and service agreement development (as required by the water services legislation) between Waiti Waters, Councils and NZTA – this agreement will be included as a schedule to the Transfer Agreement.
17. We are continuing to work with Councils on the emergency management framework to ensure it is aligned to their approaches and new legislation and also on a Waiti Waters health and safety framework. Under the current Emergency Management Bill, as an "essential infrastructure provider", Waiti 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. These frameworks will be available for the Board's review and adoption in November.
18. With information shortly available from Councils on 2025/26 service delivery performance, we have begun work on levels of service measures that can be used to support external regulatory

reporting and internal business performance management. The first cut of these will be available for the Board's review this month, with further refinement completed for the Water Services Strategy.

Communications and customer

19. 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 Waiti Waters priorities and costs. Rates inserts are ready for inclusion in the upcoming rates invoices as the first stage of direct customer communication and these will be going out in the next couple of weeks.
20. Work is continuing on the customer implementation plan with customer policies (including Charter, hardship and waiver policies) ready for the Board's consideration in November. These policies will be consulted on as part of the Water Services Strategy. Ahead of consultation, the policies are being tested with a small customer panel.

15 October 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.	Financial update	Good reason to withhold exists under Section 7	Section 48(1)(a)	TBC
2.	Pricing strategy			
3.	Levels of service measures			
4.	Water education			
5.	Organisation design			
6.	Recruitment strategy			
7.	Collective bargaining			
8.	Employment offers			
9.	Water Services Strategy			
10.	Delegated authority framework			
11.	Programme dashboard			
12.	Minutes of public excluded September 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:

11,12	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	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))
1,2,9,10,11,12	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.