

CONFIRMED MINUTES

TIAKI WAI - PUBLIC BOARD MEETING



At the **Tiaki Wai - Public Board Meeting** on **19 Feb 2026** these minutes were **confirmed as presented**.

Name:	Tiaki Wai
Date:	Monday, 15 December 2025
Time:	11:00 am to 11:50 pm (NZDT)
Location:	Tiaki Wai Limited, L6, 79 Boulcott Street, Wellington
Board Members:	Will Peet (Chair), Adrian Wimmers, Elena Trout, Jon Lamonte
Attendees:	Dougal List, Scott MacKenzie, Adrienne Black, Janice Rodenburg, Tessa O'Rorke, Dave Humm, Olivia Dovey, Mike Wakefield, Jess Davies, Jo Wills
Guests/Notes:	Michael Brewster, Andy Matthews, Tiaki Wai, Stu Cross, Morrison Low, Simon Floris, Tiaki Wai, Jason Bligh, PWC, and Joanna Wong, AON for agenda item 6.3, Graeme Darlow, Brockway Consulting, Hugh Blake-Manson Waugh Infrastructure Management and Ian Martin, AECOM for agenda item 6.7

1. Meeting Administration

1.1 Board Only Time

The Board held board only time in a closed session that was not minuted.

1.2 Chair's Welcome

The Chair welcomed everyone to the meeting noting no apologies, and that Michael Brewster's (incoming Tiaki Wai Chief Executive) attendance online.

1.3 Interest Register

The Board reviewed and noted the interests register.

Elena Trout advised the Board that she is the Chair of Food Innovation, not a director, and the Board Secretary made this amendment.

The Chair apprised the board that consultants do not need to disclose individual contracts; however, any conflicts that may arise from the meeting agenda would be disclosed and noted.

2. Standing items

2.1 Establishment Director's Report

The Board received and noted that the report is largely similar to that provided to the Partners' Committee.

The Establishment Director (ED) spoke to progress over the previous year, highlighting the significant works completed in the last three months to ensure the organisation is prepared for the new year.

The ED reported a substantial increase in resources and planning, and outlined key challenges with resourcing and financial arrangements. In particular, resource constraints within Wellington Water Limited (WWL) and Councils present a risk to the timeframe for Day One readiness, and future scaling.

The ED emphasised that a key assurance for the Board is confirmation that the Water Services Strategy (WSS) is in development and that an operating budget will be in place for Day One.

The Chair confirmed that the Board is happy with the level of reporting from the ED report and dashboard and expressed appreciation to the ED and his team for the level of effort and accomplishments achieved.

3. Matters for consideration

3.1 Statement of Expectations (SOE) - Final draft

The Board noted the final draft of the Statement of Expectations (SOE), acknowledging that this version has an initial first-year financial focus, with a further enduring version to be developed for the three year cycle in July 2027.

The Board asked that the SOE be reviewed to ensure there is an appropriate level of focus on detail and the aspirations of Tiaki Wai to July 2027, and less crossover between the Water Services Strategy (WSS), Constitution, Partners Agreement. The Chair will signal that this request has been made and that the WSS will include a dated statement of compliance, with a plan for future architecture and enduring expectations at the next at the next partners' meeting.

The Board was given an overview of the lengthy process in drafting the SOE with councils, particularly, the additive approach taken and reiterated its direction that the SOE's purpose is clear and focused.

The Board discussed legislative requirements for councils and Tiaki Wai, and noted that Tiaki Wai will need to continue working within the councils' framework during the establishment phase.

The Board discussed the wording of "price shock," noting that it is expected that all communities will face increases. It was agreed that expectations should emphasise collaboration and collective effort to manage impacts.

3.2 Significance and Engagement Policy (SEP) - First draft

The Board reviewed the draft Significance and Engagement Policy (SEP), noting that it is a legislative requirement prior to submission to councils.

The Board raised concerns regarding consultation requirements for "significant contracts" specifically, that consulting on routine or contracts where consultation had previously occurred (e.g., renewals) would be impractical, and create unnecessary cost and bureaucracy. It was suggested that where a project or contract has had consultation through the Water Services Strategy (WSS), further consultation should not be required unless there is a departure from the initial consultation.

The Board discussed the threshold for a "significant contract". The Legal Lead suggested that clearer financial or exception criteria be applied to ensure that only exceptional, unconsulted, or high-value contracts trigger consultation.

The Board also discussed aligning the definition of Public-Private Partnerships (PPP) in the policy with official Treasury or central government guidance to avoid confusion.

The Board agreed that the policy draft should be refined to clarify thresholds, consultation triggers, PPP definitions, and the link between significance and engagement. Management will revise the policy based on Board feedback and return an updated version before council submission.

3.3 Questions from the Public

There were no public in attendance.

3.4 Move into in committee



Chair to move into in committee.

Resolved that: That the public be excluded from the following parts of the proceedings of this meeting, namely: Agenda Items 4 through 6. The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of its resolution are as follows:

	Subject Matter	Reason for Public Exclusion	Ground(s) under section 48(1)
4	In Committee Meeting Administration		
4.1	Wellington Water workshop debrief	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
4.2	Confirmation of in committee minutes and matters arising	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
4.3	Actions from previous in committee meetings	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
5	Shared lunch with Wellington Water		
6	Establishment Phase Matters		
6.1	Establishment planning	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
6.2	Water Services Strategy	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
6.3	Finance and Funding	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
6.4	Communications and Engagement Plan	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)

6.5	People and Workforce Transition Planning	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
6.6	Customer Experience - Day one options	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
6.7	Operational Due Diligence	Commercial Activities/Conduct negotiations	7(2)(c)(i) and (ii)

This resolution is made in reliance on section 48(1) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by section 7 of that Act.

In terms of the agenda and reports that will be discussed in public excluded (in-committee), Tiaki Wai relies on the withholding grounds in section 7(2)(h) (enabling Tiaki Wai to carry out, without prejudice or disadvantage, commercial activities) and section 7(2)(i) (enabling Tiaki Wai to carry out, without prejudice or disadvantage, negotiations). The Board is conscious that there will be public interest in the establishment of Tiaki Wai, but at this stage, the establishment process and planning for establishment remain subject to various considerations, with decisions yet to be made on the intended establishment approach, and active discussions and negotiations with Shareholding Councils on various matters. If the information contained in the reports were to be made public at this stage, it could prejudice the active commercial negotiations and/or commercial activities of Tiaki Wai, which would not be in the public interest.

Decision Date: 15 Dec 2025
Mover: Will Peet
Seconder: Jon Lamonte
Outcome: Approved

4. In Committee Meeting Administration

4.1 Wellington Water Workshop debrief

4.2 Confirm Minutes

4.3 Action List

5. Shared Lunch with WWL

5.1 Lunch with Wellington Water Limited

6. Establishment Phase Matters

6.1 Establishment Planning

6.2 Water Services Strategy (WSS)

6.3 Finance and Funding

6.4 Communications and Engagement Plan

6.5 People and Workforce transition planning update

6.6 Customer Experience - Day one options

6.7 Operational Due Diligence

7. Other Business

7.1 Meeting summary/recap

7.2 Any other business

8. Close Meeting

8.1 Close the meeting

Next meeting: Tiaki Wai - Board Briefing and Workshop - 22 Jan 2026, 8:00 am

The Chair to close the hui with a karakia.

<p>Unuhia, unuhia Unuhia i te urutapu nui a Tāne Kia wātea kia māmā Te ngākau, te tinana, te wairua I te ara takatū Hui e! Tāiki e!</p>	<p>Draw on, draw on, Daw on the supreme sacredness To clear, to free the heart, the body and the spirit On a path of unity All of us together</p>
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Will Peet
23 Feb 2026