

The logo for Tiaki Wai, featuring the text "Tiaki Wai" in white, bold, sans-serif font centered within a solid blue rectangular background.

Tiaki Wai

Tiaki Wai

BOARD PACK

for

Tiaki Wai - Public Board Meeting

Thursday, 19 February 2026

9:00 am (NZDT)

Held at:

Tiaki Wai Limited

L6, 79 Boulcott Street, Wellington

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AGENDA



TIAKI WAI - PUBLIC BOARD MEETING

Name:	Tiaki Wai
Date:	Thursday, 19 February 2026
Time:	9:00 am to 10:15 am (NZDT)
Location:	Tiaki Wai Limited, L6, 79 Boulcott Street, Wellington
Board Members:	Will Peet (Chair), Adrian Wimmers, Elena Trout, Jon Lamonte
Attendees:	Dougal List, Jen Butler, Scott MacKenzie, Tessa O'Rorke, Adrienne Black, Debby Giness

1. Meeting Administration

1.1 Board Only Time 9:00 am (15 min)

Will Peet

For Discussion

Board-only time for Board discussions.

1.2 Chair's Welcome 9:15 am (3 min)

Will Peet

1. Karakia to open the hui
2. Apologies
3. Confirm quorum

Whakataka te hau ki te uru Whakataka te hau ki te taonga Kia mākinakina ki uta Kia mākinakina ki tai E hī aka ana te atakura He tio, he huka, he hau hū Tīhei mauri ora!	Cease the winds from the West Cease the winds from the South Let the breeze blow over the land Let the breeze blow over the ocean Let the red-tipped dawn Come with a sharpened air A touch of frost, a promise of a glorious day
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1.3 Confirm Minutes 9:18 am (1 min)

Will Peet

For Decision

Supporting Documents:

1.3.a Minutes : Tiaki Wai - Public Board Meeting - 15 Dec 2025	9
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1.4 Interest Register

9:19 am (1 min)

Will Peet

For Noting

Tiaki Wai follows the Model Standards Guidance for disclosing and recording of its real, perceived or potential conflicts of interest set by Te Kawa Mataaho - [Te Kawa Mataaho, Public Service Model Standards Guidance](#)

Supporting Documents:

1.4.a	Interests Register	14
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2. Standing items

2.1 Establishment Director's Report

9:20 am (10 min)

Dougal List, Scott MacKenzie

For Noting

Recommendation: That the Board **receive** the Establishment Director's report on establishment activities, including a health, safety and wellness update and progress dashboard.

Supporting Documents:

2.1.a	02.1a - Establishment Directors Report.docx	17
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2.1.b	02.1b - Tiaki Wai Est Prog - Progress Dashboard.pdf	22
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3. Matters for consideration

3.1 Customer Research Findings

9:30 am (20 min)

Tessa O'Rorke

For Noting

Recommendation: that the Board note the customer research findings.

Supporting Documents:

3.1.a	03.1a- Customer Research Findings.docx	28
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3.1.b	03.1b - Attachment A - Tiaki Wai Quantitative Research Pack - Dec 2025.pdf	31
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3.2 Public Engagement and Consultation

9:50 am (15 min)

Adrienne Black, Tessa O'Rorke

For Decision

Recommendation: that the Board:

1. **Endorse** the approach of engaging the public on the Significance and Engagement Policy and Customer Charter alongside the Water Services Strategy.
2. **Approve** the draft Significance and Engagement Policy for consultation.

Supporting Documents:

3.2.a	03.2a- Public Engagement and Consultation.docx	62
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3.2.b	03.2b - Attachment A - Proposed Draft Significance and Engagement Policy.docx	67
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3.3 Questions from the Public

10:05 am (10 min)

Will Peet

For Discussion

An opportunity for members of the public to ask any questions of the Tiaki Wai Board.

Members of the public have three minutes speaking time at the discretion of the Chair of the Board. Questions should be submitted prior to the meeting via info@metrowaterwellington.co.nz

3.4 Move into in committee

Will Peet

For Decision

Recommendation: 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	Confirmation of in committee minutes and matters arising	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
4.2	Actions from previous in committee meetings	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
5	Establishment Phase Matters		
5.1	Tiaki Wai Identity and Proposed Rollout Plan	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
5.2	Draft Customer Charter	S(7)(f) maintain the effective conduct of public affairs through— (i) to allow the free and frank expression of opinions by or between or to members or officers or employees of any local authority in the course of their duty;	7(2)(f)(i)
5.3	Water Services Strategy	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
6	Establishment Phase Finance		
6.1	Banking Procurement Approach	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)

6.2	Payments Approach	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
6.3	Debt Transfer Method and LGFA update	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
6.4	Insurance	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
7	Establishment Phase Governance		
7.1	Delegations and Policies	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
7.2	Transfer Agreement	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
7.3	Tiaki Wai Functional Model	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)

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.

3.5 Morning Tea

10:15 am (15 min)

4. In Committee Meeting Administration

4.1 Confirmation of Minutes

Reason for Public Exclusion: The report and discussion relate to commercial activities and the carrying out of commercial negotiations (S7(2)(h) and (i))

4.2 Actions List

Reason for Public Exclusion: The report and discussion relate to commercial activities and the carrying out of commercial negotiations (S7(2)(h) and (i))

5. Establishment Phase Matters

5.1 Tiaki Wai Identity and Proposed Rollout Plan

Reason for Public Exclusion: The report and discussion relate to commercial activities and the carrying out of commercial negotiations (S7(2)(h) and (i))

5.2 Draft Customer Charter

Reason for Public Exclusion: to allow the free and frank expression of opinions by or between or to members or officers or employees of any local authority in the course of their duty; S(7)(f)(i)

5.3 Water Services Strategy (WSS)

Reason for Public Exclusion: The report and discussion relate to commercial activities and the carrying out of commercial negotiations (S7(2)(h) and (i))

6. Establishment Phase Finance

6.1 Banking procurement approach

Reason for Public Exclusion: The report and discussion relate to commercial activities and the carrying out of commercial negotiations (S7(2)(h) and (i))

6.2 Payments Approach

Reason for Public Exclusion: The report and discussion relate to commercial activities and the carrying out of commercial negotiations (S7(2)(h) and (i))

6.3 Debt transfer method and LGFA update

Reason for Public Exclusion: The report and discussion relate to commercial activities and the carrying out of commercial negotiations (S7(2)(h) and (i))

6.4 Insurance

Reason for Public Exclusion: The report and discussion relate to commercial activities and the carrying out of commercial negotiations (S7(2)(h) and (i))

7. Establishment Phase Governance

7.1 Delegations and Policies

Reason for Public Exclusion: to allow the free and frank expression of opinions by or between or to members or officers or employees of any local authority in the course of their duty; S(7)(f)(i)

7.2 Transfer Agreement

Reason for Public Exclusion: The report and discussion relate to commercial activities and the carrying out of commercial negotiations (S7(2)(h) and (i))

7.3 Tiaki Wai Functional Model

Reason for Public Exclusion: The report and discussion relate to commercial activities and the carrying out of commercial negotiations (S7(2)(h) and (i))

8. Other Business

8.1 Any other business

Move out of in committee to close the hui.

9. Close Meeting

9.1 Close the meeting

Next meeting: Tiaki Wai - Board Meeting - 18 Mar 2026, 9:00 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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MINUTES (in Review)

TIAKI WAI - PUBLIC BOARD MEETING



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)
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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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<p>Signature: _____</p>	<p>Date: _____</p>
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Interests Register

Tiaki Wai



As of: 19 Feb 2026

Person	Organisation	Active Interests	Notice Date
Adrian Wimmers	Awhiowhio Advisory Limited	Director and Shareholder	21 Sept 2025
	Crown Infrastructure Delivery Limited	Director	2 Nov 2025
	Fale Malae Trust	Deputy Chair	2 Nov 2025
	KPMG New Zealand	Past Partner - as of 26 October 2025	2 Nov 2025
	MBIE - Science, Innovation and Technology Programme Governance Board	Member	2 Nov 2025
	MHUD - Housing Investment Advisory Group	Member	2 Nov 2025
Elena Trout	Ara Ake Limited	Deputy Chair	21 Sept 2025
	Callaghan Innovation	Chair of the Board	21 Sept 2025
	Chartered Professional Engineers Council (CPEC)	Chair of the Board	25 Nov 2025
	City Care Limited	Independent Director	21 Sept 2025
	Energy Efficiency and Conservation Authority	Chair of the Board	21 Sept 2025
	Kaikohe Berryfruit GP Limited (and LP)	Independent Director	21 Sept 2025
	Ministry of Defence	External Member Capability Governance Board	21 Sept 2025

	Motiti Investments Limited	Director and Shareholder	21 Sept 2025
	New Zealand Food Innovation Network Limited	Chairperson	15 Dec 2025
	New Zealand Local Government Funding Agency Limited	Director	21 Sept 2025
	Ophua Water Limited	Independent Director	21 Sept 2025
	Te Rāhui Herenga Waka Whakatāne Limited	Independent Director	21 Sept 2025
	Waihanga Ara Rau Infrastructure and Construction Workforce Development Council	Co-Chair	21 Sept 2025
	Waikato Waters Limited	Chair of the Board	21 Sept 2025
	WET Gisborne Ltd	Independent Director	21 Sept 2025
	Worksafe	Member	24 Nov 2025
Jon Lamonte	Jon Lamonte Consulting Limited	Director and Shareholder	21 Sept 2025
	Waikato Waters Limited	Director	21 Sept 2025
Will Peet	Evans Bay Marina Tenants Group (EBMTG)	Recreational groups EBMTG - member of committee that engages with Wellington City Council on behalf of marina users	30 Sept 2025
	Kahanui Ventures Limited (incl Kahanui Consulting and Kahanui Limited)	Director and Shareholder, Consultancy & advisory business to Government, private sector and not-for-profit organisations	21 Sept 2025
	Ministry of Education	Risk and Assurance Board member	30 Sept 2025
	Site Safe NZ	Independent Director and Board Chair	30 Sept 2025
	Te Wai Takamori o Te Awa Kairangi	Independent Chair - Te Wai Takamori o Te Awa Kairangi/ Riverlink (Waka Kotahi, Hutt City Council, Greater Wellington Regional Council, Taranaki Whānui ki Te Upoko o Te Ika, Te Rūnanga o Toa Rangatira)	30 Sept 2025

The Public Trust

Director

30 Sept 2025

Establishment Director's report

To:	Tiaki Wai Board		
From:	Dougal List, Establishment Director	Date	19 February 2026
It is recommended that the Board (or ESG):			
1. Receive the Establishment Director's report on establishment activities, including a health, safety and wellness update and progress dashboard.			

Executive Summary

1. The Tiaki Wai establishment programme remains on track for Day One 1 July 2026 launch.
2. Key focus areas include strengthening governance arrangements, progressing transfer agreements, drafting the Water Services Strategy (WSS), financial planning, and customer arrangements, including billing.
3. While progress continues, the team is navigating a range of risks and challenges, including potential impacts of the recent incident at the Moa Point Wastewater Treatment Plant.
4. We now have around 90 working days until Day One, and staying focused on the delivery of key establishment activity will be critical to ensuring readiness.

Moa Point

5. The Tiaki Wai Establishment Team shares the concerns that have been widely expressed about the incident at the Moa Point Wastewater Treatment Plant.
6. We fully support the work Wellington Water Chief Executive Pat Dougherty and team are doing to fix the problem and keep the community informed.
7. We are keeping in close contact with Wellington City Council and Wellington Water.
8. The signalled inquiry will be critical to understanding the implications for Tiaki Wai and any impact on the establishment programme and we will support this process fully.
9. Our current approach is to carefully manage any inputs and information required from the Wellington Water team while they work through the response. We anticipate that the event will have some degree of impact across the establishment programme including the WSS, due diligence and engagement with Wellington Water staff.

Notable Progress

10. This report provides the Board with a summary of progress towards the Day One (1 July 2026) establishment of Tiaki Wai along with key challenges and opportunities since the last Board meeting of 15 December 2025.

11. We now have around 90 working days until Day One and staying focused on delivery of key establishment activity will be critical to ensuring readiness.
12. Overall, the programme continues to make progress and remains on track to Day One. This is based on the combined effort of Councils, Wellington Water Limited, mana whenua partners, the Establishment Team and governance including from the Board. There are around 100 people across these organisations directly contributing to this mahi.
13. Key areas of progress since the last Board report include:
 - 13.1 Strengthened governance arrangements, including the first meeting of the new Partners Committee on 18 December 2025, where the Statement of Expectations was confirmed; formal establishment of the Executive Steering Group (CE Group); new Billing Steering Group, and enhanced structures for working with Wellington Water.
 - 13.2 Planning for the induction of the new CE Michael Brewster, to start 2 March.
 - 13.3 Detailed work planning in Monday.com and sessions with Wellington Water and councils to map out key activities and interdependencies.
 - 13.4 WSS – significant progress on key elements of the WSS including:
 - 13.4.1 financial planning, capital programme and opex requirements, development of the core narrative, underpinning policies and consultation approach
 - 13.4.2 Development of underpinning financial and insurance arrangements, including ongoing engagement with the LGFA and preparation for engagement with the insurance market.
 - 13.5 Transfer agreements – substantial completion of the Legal Transfer Questionnaire (LTQ) to inform transfer agreements, development of templates and mapping of documentation and decision making processes.
 - 13.6 Billing – is an ongoing progress with detailed planning and requirements, as this moves into the delivery phase, with an Independent Quality Review (IQA) underway.
 - 13.7 Engagement with shareholders and partners at a range of levels, including planning for engagement with elected members in the lead up to and as part of the consultation on the WSS.
 - 13.8 Customer research, communications planning and development of the identity for Tiaki Wai, ready to support increased communications (see communications update below).
 - 13.9 Ongoing due diligence to prepare for transition.
 - 13.10 Stormwater Taskforce up and running, three meetings held and work commenced on recommendations.

13.11 Expansion of establishment programme resources including additional space at Boulcott Street.

Key challenges

14. As noted in the dashboard, the programme is and will remain challenging to meet Day One as well as the pathway to Day Two.
15. Key challenges include:
 - 15.1 Confirmation of the customer experience arrangements for the range of customer types. This needs to be locked down in order that we can move to implementation and testing
 - 15.2 Completion and agreement of transfer agreements and service level agreements given the complexity and decision making of these agreements
 - 15.3 Completion of the interim billing arrangements, which have multiple external dependencies and little contingency time for slippage
 - 15.4 Ongoing alignment with Wellington Water on major programmes of work including TSI and metering
 - 15.5 Resourcing and prioritisation across the programme and with Wellington Water and councils requires a careful balance to maintain progress and quality. This has required a reset of priorities and resource focus with Wellington Water.

Budget

16. Programme spend was \$4.9m to end of January in relation to an approved budget of \$15m. Total forecast expenditure for the year in November 2025 was \$18.1m (with a range of \$14.5m to \$20.5m).
17. A further update and potential request for an increase to the budget is to be developed by March for approval by the CE – Executive Steering Group (ESG).

Communications update

18. The 'Introduce' phase is underway.
19. From January, we've been pushing Tiaki Wai messaging to customers through council channels, signalling that change is coming. [Radio New Zealand also published an 'explainer' article about Tiaki Wai.](#) This included comments from the Tiaki Wai Board Chair and council representatives.

20. These efforts have resulted in:
 - 20.1 More visits to the Tiaki Wai website with new users increasing from 824 to 3,004 month-on-month (based on data obtained on 5 February, 2026).
 - 20.2 An increase in customer enquiries via the Tiaki Wai website (currently averaging about six a day.)
21. Based on these enquiries and publicly available comments on council and RNZ social media channels, public sentiment appears mixed. While some customers express scepticism regarding the new entity and concerns about financial pressures, others engage with genuine curiosity. Public engagement is being actively monitored, and insights are being used to inform communications efforts where appropriate.

Utilities Disputes Ltd (UDL) Policy, process and legislative considerations

22. We have had an initial meeting with key staff from UDL (<https://www.udl.co.nz/>).
23. We have received and are considering a comprehensive proposal to join the UDL water complaints scheme, based on a levy charge and additional costs dependent on service requirements.
24. The UDL resolution team typically resolve approximately 97% of the complaints received.
25. The levy also covers the training, education and support.
26. Utilities Disputes delivers an independent pathway to resolve any issues.
27. They are operating as the government-mandated complaints scheme for the energy sector and have a model that has been adapted for water complaints. Currently, Wellington Water and Watercare are using UDL's water complaints scheme.
28. Our initial assessment, following the meeting and review of the proposal, is that this option warrants serious consideration by Tiaki Wai.
29. Introducing new billing, new charging information, along with the prospect of future metering will create uncertainty and concern with customers and pain points for Tiaki Wai. These changes will spark complaints and challenges that we need to prepare for.

Next Partners committee meeting – 13 March 2026

30. The next Partners Committee meeting will be held on 13 March at Hutt City Council (HCC) chambers.
31. HCC have confirmed that they will provide secretariat support for this meeting and the planned meeting for 29 May. Future secretariat support and meeting dates will be confirmed by the Partners Committee on 13 March.
32. Our understanding is that Tiaki Wai will be responsible for:
 - 32.1 Working with the Independent Chair, council officers and committee secretary to confirm the agenda.
 - 32.2 Prepare progress reports relating to Tiaki Wai. This is likely to include:

- 32.2.1 Update from Board Chair / CE covering progress on establishment of Tiaki Wai. This will include the introduction of the new CE, Michael Brewster.
- 32.2.2 Update on upcoming consultation relating to the Water Services Strategy, Customer Charter and Significance and Engagement Policy.
- 32.2.3 Update on current and upcoming engagement with customers and stakeholders in the lead-up to Day One.
- 32.2.4 Update on working with councils, including transfer agreements, service agreements, stormwater and urban development.

Health, safety and well-being

- 33. There are no establishment programme health and safety issues to note.
- 34. The programme shut down from 19 December to 12 January to ensure staff were rested for what will be an intense period of activity through to July.
- 35. In 2026 staff have continued to work hard and show strong commitment to delivery, quality and how we work with our partners and shareholders.
- 36. The establishment programme wellbeing is being supported through ongoing team engagement, visible leadership and check ins recognising the challenging and complex nature of the programme.

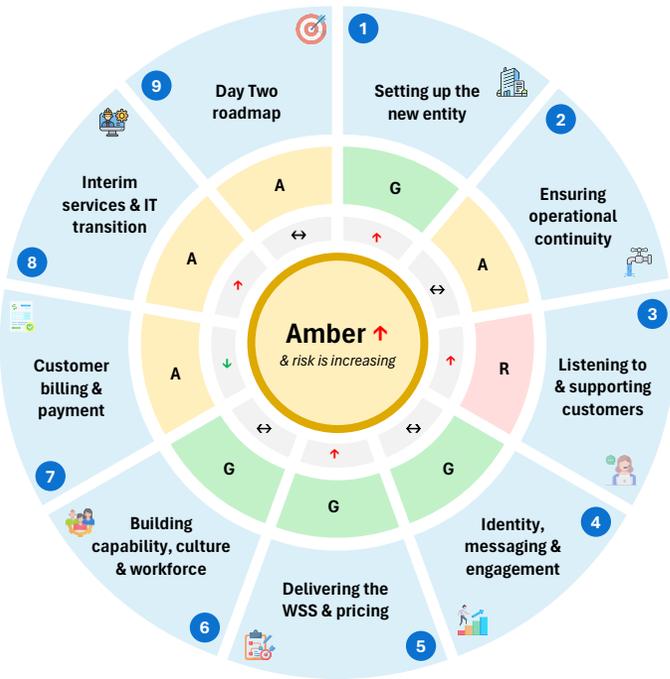
Issues and risks

- 37. As noted above, there are a range of complex challenges and risks to the delivery of the programme that are being actively managed. Refer to programme dashboard for further details.

Appendices and attachments

Attachment A: Programme Dashboard Report

RAG: Work Package Delivery



RAG: Programme Management

Lens	RAG	Risk	Comments
Scope	A	↑	<ul style="list-style-type: none"> Team providing support for Board- and CE-initiated activities, manageable but noting team is under increased pressure Customer behind schedule, alternative plan being proposed Detailed planning for transfer agreements to be bottomed out, to ensure Council approval timeframes and processes have been considered and incorporated
Time	A	↑	
Cost	G	↔	
Quality	G	↔	<ul style="list-style-type: none"> Additional PM, BA and SME resourcing onboarded Overall risk profile continues to be elevated as we work through WWL and council dependencies, and get appropriate management mechanisms in place
Resourcing	A	↓	
Stakeholder	G	↔	
Risk	R	↔	
Overall	A	↑	

RAG Legend:
● **Green:** On track, going to plan
● **Amber:** Varying from plan, being managed
● **Red:** Off track, more support needed

Risk is:
↑ increasing
↔ stable
↓ decreasing

Executive Summary

- Work has already ramped up in the new year, with approx. 100 working days to go until Day One. Building on the detailed planning, we are now mapping out council dependencies, briefings and approval points. Work continues with WWL to reset the arrangement, with a fortnightly coordination meeting now in place.
- The Establishment Team has further expanded with supporting project management, analysis and SME resources, which will bolster the work underway for customer, identity, operational impacts and workforce.
- The team is on track in drafting the Water Services Strategy (WSS) noting some challenges in reconciling the financials and confidence ranges (i.e. CAPEX forecast and OPEX for next year). Public consultation has been moved out slightly to commence late March to allow time for Board-led engagement with elected members and the Partners Committee on 13 March.
- Follow discussion with council ROG members, we are replottting our next steps to arrive at a preferred option for customer through February and March, and more widely, ensure the scope of interim service arrangements that are to be included in the draft transfer agreements is accurate.
- We are slightly behind schedule on confirming how the teams will complete and undertake due diligence of the LTQ/transfer agreement schedules, to be worked through with WWL and ROG by 12 February.
- Interim billing has been moved to 'amber' with a detailed plan now in place, IQA underway and contingency planning being advanced – but noting this remains a high-risk project.

Highlights from the Last Period

- The team returned from their holiday break, starting 12 January and ramping up for the challenges ahead.
- WWL detailed planning workshop held, further sessions planned, fortnightly coordination meeting in place.
- The Establishment Team premises in Boulcott Street have been expanded to include a ground floor space.
- Engagement with LGFA is continuing, including in relation to transfer and guarantee arrangements.
- Identity development and testing is on track for release by early March.
- Customer insights/research completed and findings shared widely across the teams.

Focus for the Next Period

- Elected member briefings on Tiaki Wai, customer, the WSS and financial challenges.
- Detailed planning with council ROG members on transfer agreement drafting, review and approval, and involvement across the wider month-by-month plan.
- Targeted plan being proposed and actioned to accelerate interim service agreement scope, and primarily within this, arriving at a preferred path forward for the customer support model.
- Confirm potential implications on WWL and the establishment from the Moa Point incident.
- Onboarding and supporting Michael Brewster starting 2 March.

Challenges

1. Confirmation of **customer experience** for the range of customer types is ongoing and needs to be further investigated and confirmed in early 2026 to ensure that this can be delivered working with WWL and councils. *Proposing a revised plan to resolve outstanding options and to allow interim service agreements to be drafted.*
2. Mapping out the **end-to-end transfer agreement** drafting, population, review and approval process to ensure council and Board approvals are planned for, timings realistic and briefings booked in advance. *Timeline on ESG and Board agendas.*
3. There will be implications on WWL, and potentially on the WSS and Tiaki Wai as a result of the **Moa Point 4 February incident**. *Establishment Team is aware that this will impact WWL and will work through potential implications.*
4. Ensuring there is alignment between Tiaki Wai and WWL Boards on **how significant WWL programmes are advanced, including TSI and metering**. *Under active discussion with the next joint Board workshop scheduled for 20 February (TSI decision point). Further joint Board session on meters planned.*
5. **WWL TSI programme**, alignment with/of the WWL Technology Systems Investment (TSI) programme and its timeframe for delivering (all post-Day One) is a key area of potential overlap between WWL and Tiaki Wai Board decision making. *Joint Board session 20 February, clear decision points for Phase Zero and Business Case, potential for additional support.*
6. The **interim billing arrangement** is a complex solution with multiple external dependencies and little/no contingency time for slippage. *De-risking activities continue with an IQA review now scheduled through February, and further contingency planning.*
7. **Timeline, scope and complexity**. The programme is and will remain challenging to meet Day One as well as pathway to Day Two. Constraints include capacity for the programme as well for WWL / councils. *Being actively managed with through detailed planning.*

Financials

- In November, the CE Group agreed the 'approved budget' of \$15m noting the forecast expenditure of \$18.1m, with a further update and potential request for an increase to be provided by March.
- Actual spend end January FY25/26 is \$4.9m (= 30% 'get).

1 Setting up the new entity

Setup of the new legal entity is progressing but carries some risk, mainly around transfer agreements and share transfers.

2 Ensuring operational continuity

Planned due diligence activities with WWL have been slowed while we work to improve ongoing engagement on the critical activities.

3 Listening to & supporting customers

Customer discovery and options work is moving forward but behind schedule. Balancing council positions with emerging delivery requirements within our tight timeframes is proving challenging.

4 Identity, messaging & engagement

Identity development is progressing well and is on track, with the focus moving towards planning the rollout of the Tiaki Wai identity (once approved).

Highlights from the Last Period

- Focus on planning out transfer agreement drafting, population, review and the council approvals.
- Net Asset Calculation Manual (NACM) drafted and ready for council review.
- Councils are reviewing a PwC summary report of proposed debt transfer methods for all councils.
- Customer charter and delegations policy progressed.

- Operational due diligence interviews completed.
- Stormwater Taskforce up and running, three meetings held and work commenced on recommendations.
- Working with councils to understand detail of non-WWL projects to be handed over to Tiaki Wai (options TBC).
- Work to understand detailed operating model impacts is now underway.

- Customer research completed, feedback analysed and outcomes shared across teams.
- High-level options for customer service model framed.
- Current state work on household and community perspectives was progressed but is behind schedule.

- Identity development work continued, with a range of workshops completed to inform the design.
- Planning for the website transition has commenced.
- Customer communications moved into 'awareness' phase with councils starting to issue messaging, and the Board Chair partaking in media engagements.

Focus for Next Period

- Talks with South Wairarapa on share transfer.
- Working with councils to have them start populating transfer agreements and service level agreements.
- LGFA discussions - debt transfer terms and guarantees.
- Advancing procurement for an insurance provider.
- Significance and Engagement Policy to be finalised.

- New supporting resource to be onboarded.
- Work on risk and assurance, emergency preparedness and business continuity to be picked up by new resource.
- Consideration to be given to the impacts revealed by the LTQ work, e.g. the handover of critical functions such as trade waste and pump station assets.

- A revised and accelerated plan has been proposed to Executive Steering Group to work through all interim service agreements, with a focus on resolving Day One customer options with councils and WWL.
- This will require prioritised resourcing from each party to bottom out the customer model in February (one option) and March (the one option sufficiently detailed).

- Board approval of the identity suite and delegation of the detailed roll-out plan.
- Plan next layer of detail for communications campaign.
- Confirm the budget for communications and roll out activities.

Key Interdependencies and Challenges

- Supporting and monitoring the population of transfer agreements and service level agreements by councils.
- Determining at what stages (e.g. template, draft, final) the agreements go through full council approval processes.

- Continued careful management with WWL of due diligence and how recommendations are managed.
- Timeframes are tight for Stormwater Taskforce work.
- The transfer agreement schedule for stormwater is likely to be complicated and challenging to pull together.
- Impact of the Moa Point incident.

- We are working through potential misalignments between what is presented in the WSDP and Statement of Expectations, and current views on the level of centralisation that can be achieved by Day One.
- Completing the work to validate the current state (i.e. how councils and WWL currently manage customer interactions) is crucial to inform upcoming decisions.

- We are working to ensure there is alignment across councils, WWL and Tiaki Wai regarding communications roll out.
- Detailed planning is required of the rollout of identity to confirm the associated approach, timeframe and suppliers.

5 Delivering the WSS & pricing

Drafting the WSS, and preparing for consultation is on track, though financial reconciliation and related data quality presents some risk, as does moving the start of public consultation out.

6 Building capability, culture & workforce

Activities are mostly on track, with recruitment and policy development resource-constrained but ongoing, and a current focus on supporting the onboarding of the Tiaki Wai Chief Executive.

7 Customer billing & payment

Billing remains a high-risk area; however, progress is on track, and the upcoming IQA process will provide additional assurance and validation of the approach.

8 Interim services & IT transition

WWL system transition work is continuing, with a plan now documented. Tiaki Wai and WWL Boards will continue to engage on advancing TSI in February. Accelerated plan proposed to ESG to resolve interim service agreements.

Highlights from the Last Period

- Initial indicative budgets and investment programmes received from WWL.
- First draft of financial strategy & policies completed.
- Model to consolidate inputs developed.
- Drafting of the WSS and its consultation plan are on track. Public consultation has been moved to start in late March to facilitate advance elected member briefings.

- Organisational design work is in final draft and will be worked through with the incoming CE.
- CE onboarding activities and planning continue.
- Draft transition guidelines completed and reviewed by Simpson Grierson.
- Stocktake, and gap analysis completed on policies/procedures.

- Establishment team schedule consolidated, now pending integration of council detailed planning.
- Council vendors have commenced implementation.
- Discussions with a third-party payment provider to standardise payment channels (feasibility assessment).
- Council engagement commenced on supplementary billing specifications and on overall service requirements.

- Significant time and effort put into alignment and expectations related activities with WWL regarding TSI programme, being worked through between Boards with our team's support.
- Updated technical transition plan received from WWL, ready for Establishment Director and WWL joint-approval.

Focus for Next Period

- Confirm stormwater services zones for WSS.
- Confirm the WSS consultation approach (and Customer Charter and Significance & Engagement Policy).
- All consultation documentation to be finalised ahead of consultation commencing.
- CFOs' feedback on first draft of Year 1 pricing policy due.

- Plan out recruitment requirements to be actioned prior to Day One.
- Progress transition guidelines ahead of sharing with WWL staff in March.
- Process for people transferring to Tiaki Wai from Councils.
- Culture initiatives high-level report to Tiaki Wai CE.

- IQA process to be undertaken throughout February.
- Billing Sponsors Group to confirm payment channels, including the option of a third-party payment provider.
- Finalisation of supplementary billing technical specifications, covering all billing responsibilities to be retained by councils under interim service agreements.

- Continued support for Board discussions for TSI.
- Finalise technical transition plan and gain approvals.
- Check progress with WCC configuration work re HR/Payroll and Finance.
- Support WWL re any technical feasibility / options analysis for contact centre.

Key Interdependencies and Challenges

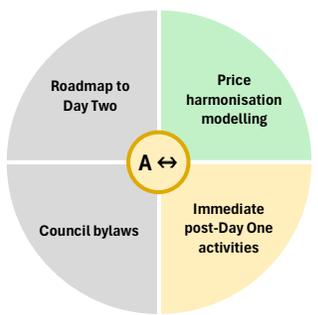
- Reconciling the top-down water services delivery plan strategic model against the bottom-up detailed WSS is inherently challenging – opex and capex.
- Moving WSS public consultation out reduces the time for the team to consider and incorporate the outcomes of the consultation, manageable but higher risk.

- Activity is expected to ramp up when CE starts on 2 March.
- There is a high volume of upcoming WWL 'BAU' recruitment (i.e. unrelated to the transition to Tiaki Wai), with approx. 70 roles out to market, some of which are critical.

- Managing differing assumptions between councils and Tiaki Wai regarding timing, sequencing, and when activities should commence, and aligning these into a single, agreed delivery pathway.
- Agreeing the staging of comms to customers regarding upcoming changes to billing, direct debits and payment options.

- Dependency on WCC to develop SLAs for HR/Payroll and Finance, to be addressed via the proposed accelerated plan.
- Costs with interim service agreements with WCC (finance and payroll) will include additional costs over current WWL arrangements, on a cost recovery basis.

9 Day Two roadmap 



The current focus is to stockpile emerging post-Day One matters so that a Day Two Roadmap can begin to be drafted, with this work commencing in March once the Day One operating model impacts have been identified and considered.

Highlights from the Last Period

- Supporting PM and BA resources onboarded.
- Scope of operating model impacts > playbook worked through, and consolidation of information across WWL and Establishment Team work packages is underway.

Focus for Next Period

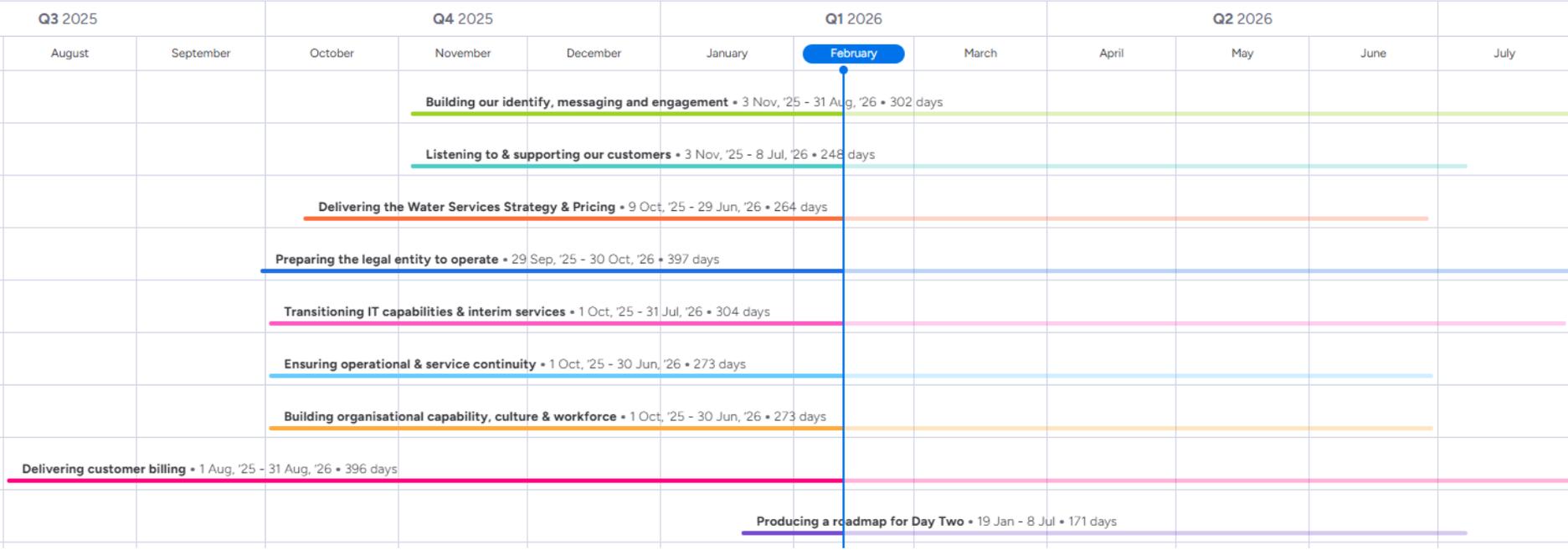
- Deliver first draft of operating model impacts, with a focus on identifying potential impacts resulting from the transfer of assets and/or new Tiaki Wai responsibilities not covered by existing transition activities.
- Continue to stockpile post-Day One matters, for analysis and shaping starting in March.
- Support for CE-led work.
- Support for Moa Point incident response.

Key Interdependencies and Challenges

- Work is on track but will continue to be Amber while the upfront scoping and detailed planning is worked through.

GANTT View

The programme schedule is now managed in the Monday.com tool, with executive reporting formats currently being designed. [A detailed GANTT view is available \(link\)](#) structured by work package and colour-coded by workstream lead responsibilities.



		2025		2026					
		Dec	Jan	Feb	Mar	Apr	May	Jun	Jul+
1	Setting up the new entity	<ul style="list-style-type: none"> Shareholders agree Partners' Agreement, Constitution, SOE ✓ Partners' Committee established ✓ LTP substantively (80%) completed ✓ Template agreements drafted ✓ SLA template drafted ✓ First draft of Net Asset Calc Manual (NACM) ✓ 	<ul style="list-style-type: none"> Legal transfer due diligence / assurance commences – Now starts in Feb Advice to inform final transfer principles ✓ Executive Steering Group ToR agreed ✓ 	<ul style="list-style-type: none"> Board consider NACM, Treasury & other draft financial policies Transfer principles resolved (pending PC) Customer charter drafted Share transfer agreement drafted Councils populate schedules & SLAs Draft SEP provided to PC for feedback 	<ul style="list-style-type: none"> Partners Committee 13/3 agree transfer principles; Board agree LGFA terms sheet Asset/LTQ reconciliation complete All agreements in full draft and issued for review; dispute process in place Insurance market approach Draft SEP provided to PC for feedback 	<ul style="list-style-type: none"> Agreement feedback, any issues/disputes resolved Board adopt SEP; endorse final draft transfer agreements and SLAs pending final schedule updates Treasury function setup begins 	<ul style="list-style-type: none"> Councils approval of transfer agreements pending final schedule updates Board (or delegate) approve final financial policies, insurance placement 	<ul style="list-style-type: none"> Board approve Customer Charter (then published), finalised financial policies, agree financial reporting Transfer agreements executed, SLAs & other agreements take effect Cashflow model finalised 	<ul style="list-style-type: none"> Post-execution wash ups and transfers, financial reconciliation and audit (duration TBC)
2	Ensuring operational continuity	<ul style="list-style-type: none"> Deliver initial op due diligence report themes and present initial findings to the Board for noting ✓ Compliance and risk interviews with WWL and councils conclude ✓ Stormwater Taskforce (SWTF) inaugural meeting ✓ 	<ul style="list-style-type: none"> Begin council upfront due diligence interviews ✓ Discovery for step 2 (deepdives) & growth planning ✓ Begin compliance and risk deep dives – Now starts in Feb (new resource) 	<ul style="list-style-type: none"> Complete all upfront interviews Board agree next steps (deep dives) & risk treatment plans (TBC): Analysis of business continuity & emergency response plans complete Stormwater LoS & environmental quality principles investigated 	<ul style="list-style-type: none"> Begin deep dives following planning & (if req'd) procurement: Approved operational risk treatment plans enacted Risk & Compliance summary consolidated Ops Model impacts drafted for review 	<ul style="list-style-type: none"> Deep dives completed: Board update on risk and current compliance status Consolidate business continuity, disaster preparedness & incident response plans into a single document for CE approval 	<ul style="list-style-type: none"> Provide final operational position report to Board for noting including due diligence monitoring plan and Day Two recommendations plan. CE approves resilience and continuity plans 	<ul style="list-style-type: none"> Publish consolidated business continuity plan Final operational and due diligence documentation finalised for Day One handover. 	
3	Listening to & supporting customers	<ul style="list-style-type: none"> Priority current state analysis (faults) WIP Customer support strategic options ✓ Board approves customer experience strategic option(s) ✓ 	<ul style="list-style-type: none"> Continue current state analysis (emergency mgmt, response, complaints; and begin commercial incl. trade waste, high needs, metered) - WIP Further work TBC following Board ESG direction (alternative plan being proposed) 	<ul style="list-style-type: none"> Household customer current state mapping validated with councils and WWL Day One customer service model blueprinting commences TICK Board report back on progress & priorities (i.e. what will fall in Mar vs Apr approval) 	<ul style="list-style-type: none"> Develop customer profiles (moved from Feb) 'Commercial' customer current state mapping validated with councils and WWL – Day One household customer blueprint drafting complete (high priority) (at risk) Board note customer service model design & implementation – (Pass 1) (at risk) 	<ul style="list-style-type: none"> Day One 'commercial' customer blueprint drafting complete Customer experience implementation planning Voice of Customer (VoC) and customer reference group scoping & planning Board note customer service model design & implementation – (Pass 2) 	<ul style="list-style-type: none"> Day One customer implementation – training, testing, readiness Develop KPI/metrics reporting 	<ul style="list-style-type: none"> Day One customer implementation final readiness assessment Stand up customer reference group 	<ul style="list-style-type: none"> VoC and reference group transition to BAU Post-Day one customer support hyper-care / transition to full BAU (details TBC)
4	Identity, messaging & engagement	<ul style="list-style-type: none"> Comms plan for stage 2 ('introduce') ✓ Board notes comms approach ✓ Identity design brief, agency procurement, development & planning commences ✓ Stakeholder mapping ✓ 	<ul style="list-style-type: none"> Identity development - creative concepts ✓ Detailed comms for stage 1 and Elected Officials ✓ Assessment of WWL current website ✓ 	<ul style="list-style-type: none"> Action stage 2 ('introduce') comms Board meet and greet with Elected Officials Board approve identity and delegates to CE to execute implementation 	<ul style="list-style-type: none"> Briefings to Elected Officials ahead of WSS and transfer agreements Website material drafting Identity implementation planning working with WWL working group 	<ul style="list-style-type: none"> Detailed communications strategy for stage 4 ('what I need to know') Internal identity awareness and roll out commences 	<ul style="list-style-type: none"> Action stage 4 ('what I need to know') comms Identity rollout continues (details TBC) Website build/update commences (WWL led) 	<ul style="list-style-type: none"> External identity roll out commences (TBC) 	<ul style="list-style-type: none"> Reactive comms support alongside or followed by transition to comms to BAU External identity roll out continues (TBC)
5	Delivering the WSS & pricing	<ul style="list-style-type: none"> Confirm LTP alignment, LoS targets, regulatory and other reqs, network risks/mitigations, indicative investment prog. ✓ Board agree applicable financial principles, approach, risk, deliverability ✓ Board approve WSS consultation approach ✓ 	<ul style="list-style-type: none"> WSS drafting continues ✓ Engagement plan drafting ✓ Y1 budget strategic financial model developed (starts Dec) ✓ Pre-engagement reviews by councils, WWL and legal ✓ 	<ul style="list-style-type: none"> LGFA covenant glidepath Board approve start of WSS engagement / public consultation 	<ul style="list-style-type: none"> Board approve draft WSS, budget and 10Y model Community and shareholder consult/engagement - WSS + SEP (whole month) Partners Committee update on draft WSS Parallel finalisation of investment programme and prioritisation 	<ul style="list-style-type: none"> Board report back on outcomes from consult/engagement WSS updates made following consultation Refine financial model & policies Finalise investment programme and prioritisation Joint WWL / Tiaki Wai market briefing 	<ul style="list-style-type: none"> Partners committee update on WSS WSS final updates inc. legal review Refine financial model including valuation updates Board final review of final draft WSS and FY26/27 Budget 	<ul style="list-style-type: none"> Final re-budget Board adopt WSS and pricing schedules WSS shared with Partners Committee WSS published (on website) 	<ul style="list-style-type: none"> Transition of strategy & policy to BAU Advice of preparation of 2027-37 WSS including areas of improvement needed e.g. level of service framework and prioritisation framework
6	Building capability, culture & workforce	<ul style="list-style-type: none"> Upfront due diligence and discovery on people policies, job descriptions and industrial relations. ✓ Organisational design due diligence and drafting report ✓ Staff transfer guidelines drafted ✓ People comms plan finalised ✓ 	<ul style="list-style-type: none"> Confirm staff transfer roles, further develop staff transfer strategy ✓ Begin people policy analysis ✓ Progress org design options, high-level culture initiatives, change impact & readiness Confirm recruitment agency for T2 & critical roles ✓ 	<ul style="list-style-type: none"> CE agree org design options and staff transfer approach CE approval of the staff transfer approach and advance recruitment 	<ul style="list-style-type: none"> Socialise staff transfer plan Finalise org design report including change readiness. Complete recruitment planning (roles, position descriptions) Develop induction and training approach Finalise culture initiatives 	<ul style="list-style-type: none"> Begin implementing org structure Begin capability uplift & recruitment Develop training materials Draft policies and guidance Culture initiatives begin Notification to WWL staff of transfer details 	<ul style="list-style-type: none"> Socialise and finalise people policies Change readiness check in WCC payroll changes loaded Staff transition arrangements continue Capability uplift continues. Recruitment continues Culture initiatives continued 	<ul style="list-style-type: none"> Org structure implementation complete Staff transfer arrangements complete Deliver induction and training Onboard recruited staff 	<ul style="list-style-type: none"> Transition to people & workforce BAU
7	Customer billing and payment	<ul style="list-style-type: none"> Finalise Project Brief and revised cross-council governance ✓ Define the operating/service model ✓ Produce integrated project plan WIP Decisions on payment channels WIP IT development has commenced (Nov/Dec) ✓ 	<ul style="list-style-type: none"> Further develop the service model ✓ Develop customer journey maps for billing & payments ✓ Confirm draft service scope ✓ 	<ul style="list-style-type: none"> Board update on critical path and risks Finalise supplementary technical specifications for council's vendors IQA review undertaken Confirm plan for other charges i.e. trade waste, dev contributions & water connections Contingency planning with Billing Sponsors Group 	<ul style="list-style-type: none"> Board status update and IQA findings Vendors complete system configurations Finalise testing & assurance processes Finalise supplementary process (op model) Draft interim service agreements 	<ul style="list-style-type: none"> Board update on critical path and risks Begin testing of interim solution Begin developing go-live checklists Finalise payment channel set up including NZ Post Billing related communications aligning to 'what I need to know' 	<ul style="list-style-type: none"> Continue unit testing and end-to-end billing simulation Complete compliance assurance Conduct risk and assurance assessments Follow up IQA process (TBC) Billing related communications aligning to 'what I need to know' 	<ul style="list-style-type: none"> Board update on critical path and risks Activate payment channels Deliver staff training and final readiness activities Billing related communications aligning to 'what I need to know' 	<ul style="list-style-type: none"> Contingency time for slippage/issue resolution (TBC) Solution fully transitioned to BAU ahead of first billing cycle First billing cycle hyper-care (cycle timing TBC)
8	Interim services & IT transition	<ul style="list-style-type: none"> Technical transition plan agreed WIP Microsoft Tenant setup begins ✓ IRD approach confirmed (impacts payroll) ✓ 	<ul style="list-style-type: none"> TSI-focused joint workshop with Tiaki Wai and WWL Boards ✓ Public-facing WWL systems brand/impact stocktake ✓ 	<ul style="list-style-type: none"> Technical transition implementation commences – WWL led Public-facing system rebrand begins (dependent on identity) TSI contract award Approval to enter Phase Zero (WWL in consult with Tiaki Wai Board) 	<ul style="list-style-type: none"> Monitoring WWL technical transition implementation SWDC technology exit commences TSI Phase Zero completed (TBC) 	<ul style="list-style-type: none"> Monitoring WWL technical transition implementation SWDC technology exit commences TSI Phase Zero complete TSI Phase One begins (TBC) 	<ul style="list-style-type: none"> Monitoring WWL technical transition implementation TSI Phase Zero complete TSI Phase One begins (TBC) 	<ul style="list-style-type: none"> Board approve TSI programme business case TSI Phase One commences Public-facing system rebrand complete (dependent on identity) SWDC technology exit complete 	<ul style="list-style-type: none"> (No BAU handover required as WWL performing all transition work)
9	Day Two roadmap	<ul style="list-style-type: none"> Scope approach / procurement for price modelling for harmonisation by 1 July 2027 	<ul style="list-style-type: none"> Confirm approach and complete scoping of Day Two roadmap alongside Day One Playbook (with Ops) and finalised Establishment Plan ✓ Alignment of with Day Two pricing strategy ✓ Confirm procurement approach for price harmonisation modelling 	<ul style="list-style-type: none"> Board update on price harmonisation modelling Develop first draft of Day Two Roadmap and consult with establishment team, councils (where applicable) and WWL Tighten definition of 'interim' and transitional pathway to TSI/other systems/outcomes 	<ul style="list-style-type: none"> Board noting and/or CE approval of Day Two roadmap (TBC) 	<ul style="list-style-type: none"> Board update on price harmonisation modelling (moved from Feb) Further advance of Day Two-related activities and alignment with final Day One deliverables TBC, else transitioned to BAU 	<ul style="list-style-type: none"> Further advance of Day Two-related activities and alignment with final Day One deliverables TBC, else transitioned to BAU 	<ul style="list-style-type: none"> Further advance of Day Two-related activities and alignment with final Day One deliverables TBC, else transitioned to BAU 	

Legend:

- Board or shareholder decision(s)
- Board update on key activity
- Behind schedule

Blue R 26 J activities

1 **Setting up the legal entity to operate**  **CP**

Incorporation ✓

Establish Enduring Governance

- Tiaki Wai Partners Committee ✓
- Tiaki Wai Board

Strategic Documents & Policies
(excl. WSS & Revenue/Pricing)

- Constitution ✓
- Partners Agreement ✓
- Statement of Expectations (SoE) ✓
- Significance & Engagement Policy (SEP)
- Customer Charter
- Integrated Planning & Growth Policy

Legal Transfer

- Schedules definition (incl. LTQ)
- Schedules due diligence **DD**
- Transfer agreements
- WWL share transfer / amalgamation
- Ongoing SLAs (& other agreements)

Finance & Funding

- Treasury function
- Debt guarantee & transfer settlement
- LGFA borrowing arrangements
- Banking arrangements
- Cashflow & working capital
- Risk modelling & insurance **DD**
- Other revenue streams
- Ongoing financial planning, reporting & regulatory engagement

2 **Ensuring operational & service continuity** 

Operational Due Diligence **DD**

- Upfront due diligence assessment **TBC**
- Deep dives
- Respond and embed

Stormwater Management

- Foundation & establishment ✓
- Asset transfer & Day One operating model
- Strategic Improvement & Day Two design
- Day Two Recommendation Plan

Compliance & Risk

- Current compliance assessment **DD**
- New compliance requirements & readiness
- Operational risk

Resilience & Continuity **DD**

- Business continuity
- Disaster preparedness
- Incident response

Day One Operating Model & Playbook **TBC**

Growth Planning Integration

High Risk Project Assurance **DD**

South Wairarapa DC Service Transition
(Monitoring, WWL lead)

3 **Listening to & supporting our customers** 

Customer Service Model **CP** **TBC**

- Household & Community Customers
- Commercial Customers

Customer Feedback

- Voice of Customer (VoC)
- Customer Reference Group

4 **Building our identity, messaging & engagement** 

Communications

- Customer Comms transition plan **TBC**
- Customer Comms implementation
- Website transition/change
- Day One experience

Identity

- Identity development
- Identity rollout **TBC**
- Research

Partnerships

- Iwi partnerships **TBC**
- Council partnerships

5 **Delivering the Water Services Strategy & Pricing**  **CP**

Water Services Strategy

- Discovery & inputs ✓
- Financial planning
- Detailed design/development
- Testing, refinement & engagement
- Finalisation & endorsement

Revenue/Pricing Strategy & Policies

- Y1 pricing strategy
- Development contributions
- Hardship, debt collection & equity policies
- Accounting & tax policies
- Treasury policy

6 **Building organisational capability, culture & workforce** 

Organisation Design

People, Culture, Recruitment, Transition & Onboarding

- Recruitment
- HR systems
- WWL & Council staff transition
- Culture foundations
- Industrial relations & compliance
- Induction & onboarding
- Future state handover

People Policies & Procedures

- Review existing **TBC**
- Confirm applicability
- Tailor and refine
- Approve & publish

Change Management, Comms & Transition Support **TBC**

- Change management
- Communications
- Transition planning & support
- Capability gaps (training)

7 **Delivering customer billing & payment**  **CP** **TBC**

- Project initiation & governance ✓
- Requirements, service definition & scope
- Customer, communications & change
- System build & configuration
- Interim service agreements
- System build & configuration
- Testing & QA
- Go-Live preparation & readiness
- Hypercare & stabilisation

8 **Confirming interim services & transitioning IT capabilities** 

Interim service agreements

- Customer service
- Billing & payment
- Finance (WCC)
- HR/payroll (WCC)

Transition WWL Systems

- Technical transition
- Devices
- Public facing systems (excl. website)

TSI Alignment

9 **Day Two Roadmap** **TBC** 

- Initial price modelling for harmonisation
- Immediate post-Day One activities
- Council bylaws
- Roadmap to Day Two

Legend:

- CP** Critical path activity: Issues or delays would likely impact or defer Day One
- DD** Due diligence activity
- TBC** Detailed planning still being developed; to follow an intermediate delivery
- ✓ Complete

Customer Research Findings

To:	Tiaki Wai Board		
From:	Tessa O'Rorke, Customer, Partnerships & Communications Lead	Date	19 February 2026
Approved :	Dougal List, Establishment Director		
It is recommended that the Board: Note the customer research findings.			

Executive summary

1. This paper provides the Board with an update on recent customer research, including key findings and their implications for Tiaki Wai.
2. Conducted in December 2025, the research establishes an evidence-informed baseline of current awareness, expectations, concerns, and information needs across the Wellington region. Findings are being used to inform communications planning, future-state service design, and the development of customer-facing materials. This will require an ongoing two-way approach over several years.
3. Detailed findings are provided in **Attachment A**.

Background

4. As Tiaki Wai continues to establish its public presence ahead of full operational launch in 2026, it is already beginning to appear in customers' awareness through communications, engagement activity and wider water sector discourse. Understanding current perceptions, levels of awareness and expectations at this point in time is critical to supporting a smooth transition and building trust over time.
5. Independent customer research was commissioned in December 2025 to establish a baseline understanding of awareness, attitudes and information needs, and to inform early decision making across communications, service experience and organisational design.

Research approach

6. The research was undertaken by an independent research company – One Picture – using their established research panel. It comprised a 15-minute online questionnaire distributed to a representative sample of Wellington region residents.
7. A total sample of 1,000 respondents was recruited, with 708 completing the survey. The achieved sample was reflective of the Wellington region across key demographic variables.

Key findings

8. **Awareness** - Current awareness of Tiaki Wai is low (16%). Awareness that does exist has largely been driven by media coverage rather than direct communication.
9. **Understanding of water services and funding** - There is limited understanding of how water services are funded, including what proportion of rates pays for water services and how costs may change over time. Many respondents are uncertain about how much they currently pay for water. There was also an expectation from a number of respondents that costs would decrease.
10. **Customer priorities** - When thinking about water services, customers consistently prioritise core outcomes: safe, good-quality water; reliable supply; well-maintained infrastructure; and timely resolution of issues. Trust and confidence are strongly linked to service performance rather than organisational structure.
11. **Information needs** - Customers want clear, practical information about who Tiaki Wai is, what it will be responsible for, how it differs from Councils, what improvements are expected over time and how to get in touch when needed.
12. **Preferences for access and communication** - Preferences are pragmatic. Customers want clear, accessible information, multiple contact options and access to human support when issues arise, alongside digital self-service options.

Implications

13. The findings reinforce the importance of a clear, accessible and ongoing identity and communications approach, particularly given low baseline awareness. This will require an ongoing two way approach over several years.
14. The findings are already informing the development of detailed communications plans of Tiaki Wai for coming months and future-state service design. The identity design agency has been invited to incorporate the insights into its work as customer-facing materials are developed.
15. The staged communication approach provided to the Board in December is intended to increase awareness in the first stage, building information steadily and consistently over coming months.
16. The limited understanding of water services funding will continue to be addressed. Tiaki Wai and councils are already collaboratively explaining the change that is coming, including what people pay now and signalling future costs. This will continue to be a focus as decisions are made and more detail is able to be communicated as a result.
17. Information needs will be addressed through multiple channels – using existing council channels supported by a programme across digital, radio, print and community channels from April – June.
18. As part of this approach, Tiaki Wai will clearly and consistently explain its role relative to councils, especially around responsibilities, pricing and accountability.

19. Communications and customer-facing touchpoints will prioritise practical information, focusing on service reliability, water quality, cost transparency and how to get help.
20. Expectations of improvement are present but cautious. This supports the use of measured, realistic messaging that avoids over-promising and clearly signals that change will take time.
21. The research provides a baseline against which future changes in awareness, trust and customer experience can be tracked as Tiaki Wai becomes operational.

Issues and risks

22. We have identified the following risks that are being actively managed:
 - 22.1 Low awareness and limited understanding of the role of Tiaki Wai present a risk if not addressed early, particularly as customers encounter the organisation for the first time.
 - 22.2 There is potential for confusion or misplaced expectations if the distinction between Tiaki Wai and council responsibilities is not clearly communicated.
 - 22.3 Heightened sensitivity around cost and pricing means that lack of clarity or perceived opacity could erode trust.

Stakeholder considerations

23. Customers expect clear, accessible and consistent communication. How Tiaki Wai presents itself and responds to early interactions is likely to have a disproportionate impact on trust and confidence. Our approach needs to allow for two way communications, learn as we go and be sustained over time.

Financial summary

24. The total cost of the customer research was \$53,239.50. No additional expenditure approval is sought through this paper.

Next steps

25. Continue to use the research findings as a baseline to inform ongoing communications and customer experience planning.
26. Reference the findings as identity rollout and customer-facing materials are developed.
27. Develop the detailed communications and engagement plans for future stages, working with the incoming Chief Executive and bring further updates to the Board as Tiaki Wai approaches go-live.

Attachments

Attachment A: One Picture Quantitative Report December 2025



TIAKI WAI

PRESENTATION

DECEMBER 2025



Background

Tiaki Wai is a new organisation that will deliver drinking water, wastewater and reticulated stormwater services across the metropolitan Wellington area from 1 July 2026. It is jointly owned by five Councils:

- Hutt City
- Porirua City
- Upper Hutt City
- Wellington City and
- Greater Wellington Regional Council

... and mana whenua partners: Ngāti Toa Rangatira and Taranaki Whānui ki Te Upoko o Te Ika.

Tiaki Wai will become visible to customers and communities for the first time in 2026. As a new organisation, Tiaki Wai aims to understand Wellingtonians' current knowledge of rates and bills, their beliefs and expectations around water services, awareness and perceptions of Tiaki Wai, and preferred channels for receiving information. This insight will help drive launch strategies to ensure a strong, transparent and positive experience from the outset.

Objectives

To better understand how consumers who pay the household Council rates bill in the Greater Wellington area think, feel, and act when it comes to water services.

The findings aim to give Tiaki Wai an overall picture of what people know, want and expect from Tiaki Wai, which would help the organisation in creating effective communications and building a relationship with their consumers.

Key results from this research would also form benchmarks going forward.

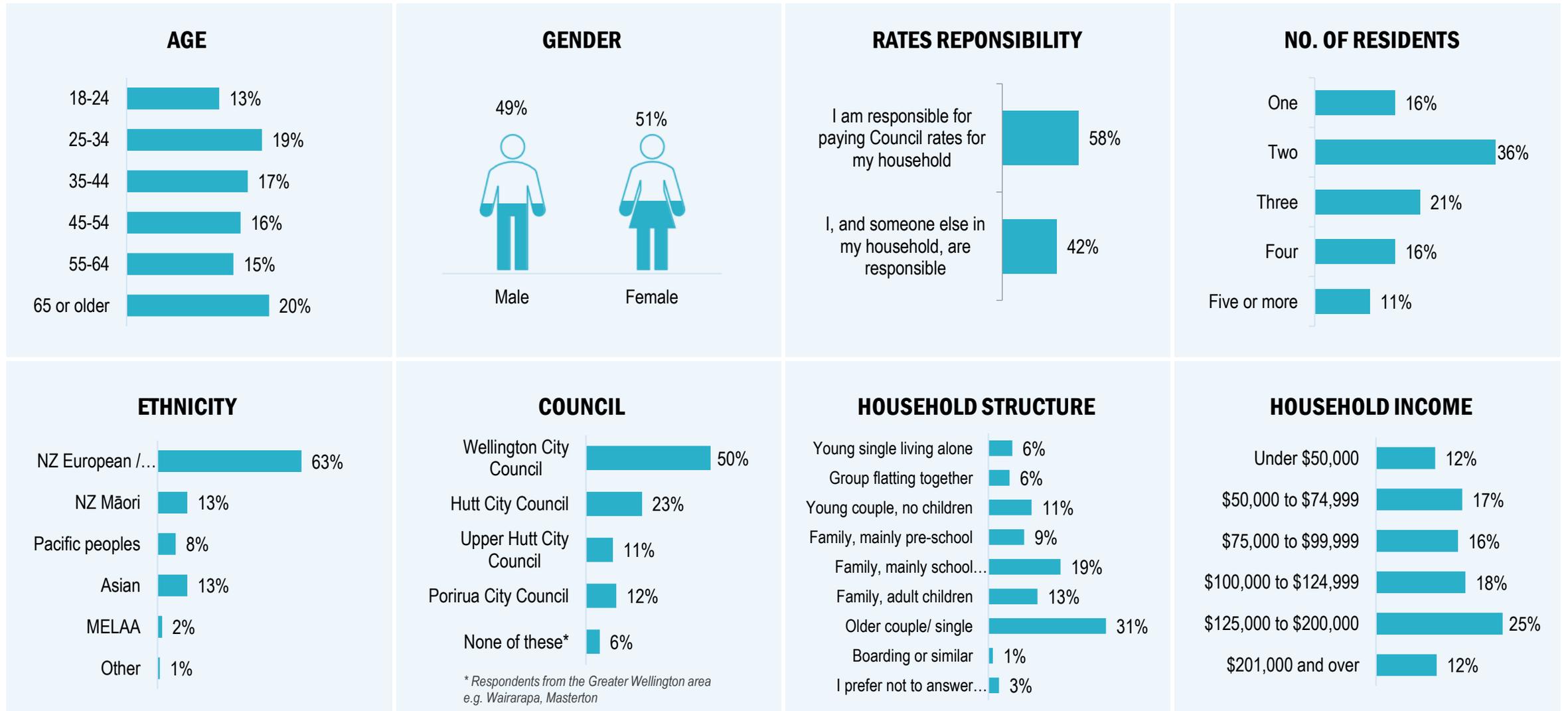
Approach

A 15 minute online survey of n=708 people who live in the greater Wellington region (maximum margin of error of 3.6% at the 95% confidence interval)

Respondents were aged 18+ and had to be either solely or jointly responsible for paying Council rates in their household.

Data was post weighted to ensure it was representative for the Wellington Region for age, gender and ethnicity.

Sample Profile (Weighted) – proportionate to the Wellington Region population





DIVING INTO RESULTS

– STARTING WITH CURRENT RATES BEHAVIOUR

People manage their current rates bill in different ways, however only 4% pay in person

CURRENT BILL BEHAVIOUR

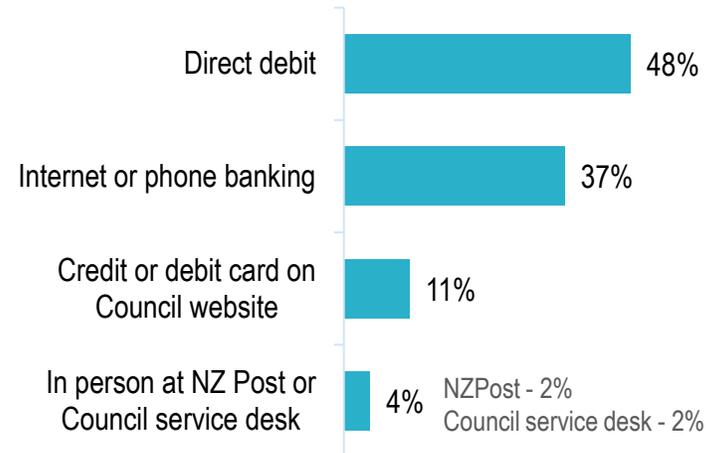
CURRENT CHANNELS TO RECEIVE RATES BILL


60% by email


39% by mail/post

1% other e.g. from accountants, incorporated into fees

CURRENT CHANNELS TO PAY RATES BILL



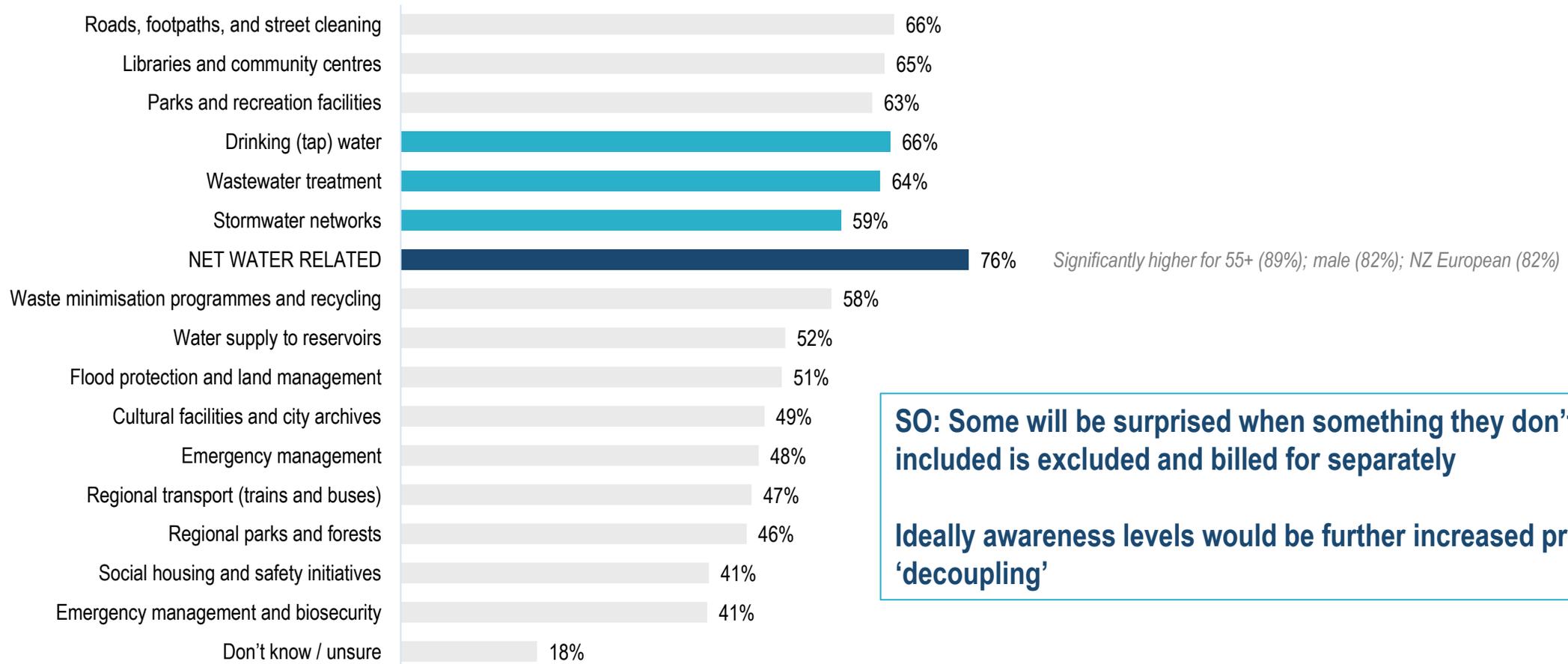
FREQUENCY OF RATES PAYMENT



SO: We need to give people options on how they would like to receive and pay for their water bill going forward. Most people pay either monthly or quarterly. Very limited need to provide in-person options.

1 in 3 don't currently know that their rates bill covers drinking water; 1 in 4 don't know it covers any aspect of water services

WHAT PEOPLE THINK THEIR RATES BILL COVERS



SO: Some will be surprised when something they don't know is included is excluded and billed for separately

Ideally awareness levels would be further increased prior to the 'decoupling'

Most generally don't how much they pay for water currently

CURRENT BILL BEHAVIOUR



For the 76% of people who said they were aware that their rates pay for at least one of drinking water, wastewater, and stormwater networks...

65% did not have any idea how much of their rates goes towards water services

PROPORTION OF RATES BILL THAT GOES TO WATER SERVICES

\$ AMOUNT THIS EQUATES TO

QUARTERLY

QUARTERLY

For the 35% who said they know...

23%
Mean

20%
Median

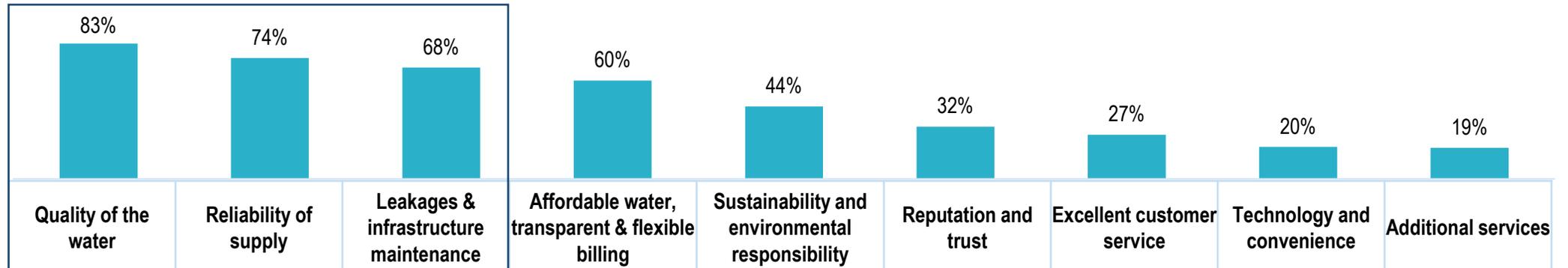
\$1,631
Mean

\$650
Median

When looking at what people value, people first and foremost want good quality water and continuity of supply via well maintained infrastructure

KEY WATER DELIVERABLES

WHAT IS IMPORTANT TO PEOPLE WHEN IT COMES TO HOUSEHOLD WATER



Significantly higher for Hutt City Council (91%)

TOP THREE MOST IMPORTANT FACTORS

	Quality of the water	Reliability of supply	Leakages & infrastructure maintenance	Affordable water, transparent & flexible billing	Sustainability and environmental responsibility	Reputation and trust	Excellent customer service	Technology and convenience	Additional services
Net top 3 importance	74%	60%	43%	39%	21%	7%	4%	6%	5%
Most important	48%	19%	6%	9%	4%	1%	1%	1%	0%
Second most important	20%	28%	12%	15%	7%	2%	1%	2%	2%
Third most important	6%	13%	25%	15%	10%	4%	2%	3%	3%

Q: [Importance] What matters most to you when it comes to your household water? [Importance_rank] Please select the three things that matter most to you and rank them from the most important, second most important to third most important.

Base: All respondents n=708

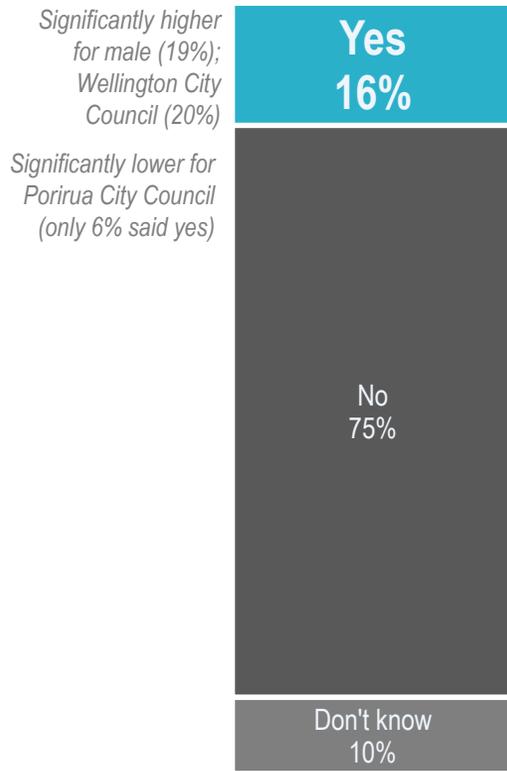


TIAKI WAI

- IN THE EYES OF WELLINGTONIANS

1 in 6 Wellingtonians claim to be aware of Tiaki Wai currently. Awareness has primarily been driven via media reports. Quality of awareness is good

AWARENESS PROMPTED AWARENESS



Base: All respondents n=708

HOW BECAME AWARE

Media coverage (news, press, radio)	Aged 65+ (68%)	6% (38%)
Online advertisements and websites		3% (19%)
Word of mouth (friends, family, people)		2% (12%)
Local Council communications (rates, notices)		2% (12%)
Social media platforms		1% (9%)
Offline advertising (signage, events)		1% (5%)
Educational or environmental campaigns	Female (11%)	1% (5%)
Wellington Water employee/insider		1% (4%)
Unspecified		2% (14%)

Base: All respondents n=708. In brackets - those aware n=111

"It does all kinds of water management, starting from house to sewage. I knew this from my friend."

"I heard a talkback host on the radio mention it."

WHAT THEY KNOW ABOUT TIAKI WAI

Transition and takeover of Wellington's water services	6% (40%)
Provide water	4% (25%)
Nothing/not much; only know the name	Female (30%) 2% (17%)
Freshwater conservation and responsible water use	Wellington City Council (14%) 2% (11%)
Māori involvement and cultural significance	1% (5%)
Rebranding - of Three Waters; of water provider	Aged 65+ (16%) 1% (5%)
More fees/cost; waste of money	<1% (2%)

Base: All respondents n=708. In brackets - those aware n=111

"Taking over from Wellington Water."

"I know that Metro Water is the company set up to manage drinking, waste and storm water. Do not know what Tiaki Wai is."

"Combined water entity for Wellington."

SO: our first job to be done is to build awareness that Tiaki Wai will be managing Wellington's metro water from July 2026

While people think that Tiaki Wai will be responsible for water quality, they expect the Councils to still play a key role, including price setting and community engagement

RESPONSIBILITY

	Water quality	Water supply	Leakages and quick restoration during disruptions	Infrastructure maintenance	The price for water supply	Meter reading	Sustainability & environmental	Water conservation programmes	Engaging with the community	Education	Technology and convenience	Additional services
The Council	51%	55%	60%	63%	74%	57%	62%	61%	66%	63%	55%	58%
Tiaki Wai	69%	64%	55%	52%	36%	51%	61%	56%	56%	59%	56%	53%
Households	5%	9%	7%	7%	10%	10%	22%	28%	13%	15%	10%	17%
<i>Mean entities responsible</i>	1.3	1.3	1.2	1.2	1.2	1.2	1.5	1.5	1.4	1.4	1.2	1.3

SO: There will need to be clear communication and expectation setting on Tiaki Wai's role vs that of the Councils, so people know where to go for each of the above. Most think they personally have a limited role to play around water, including with water conservation

Many are reserving judgement as to how trustworthy they think Tiaki Wai will be – based on limited knowledge 40% think that we will be trustworthy and 12% untrustworthy

TRUST

WHY TRUSTWORTHY

Net trustworthy

Net untrustworthy

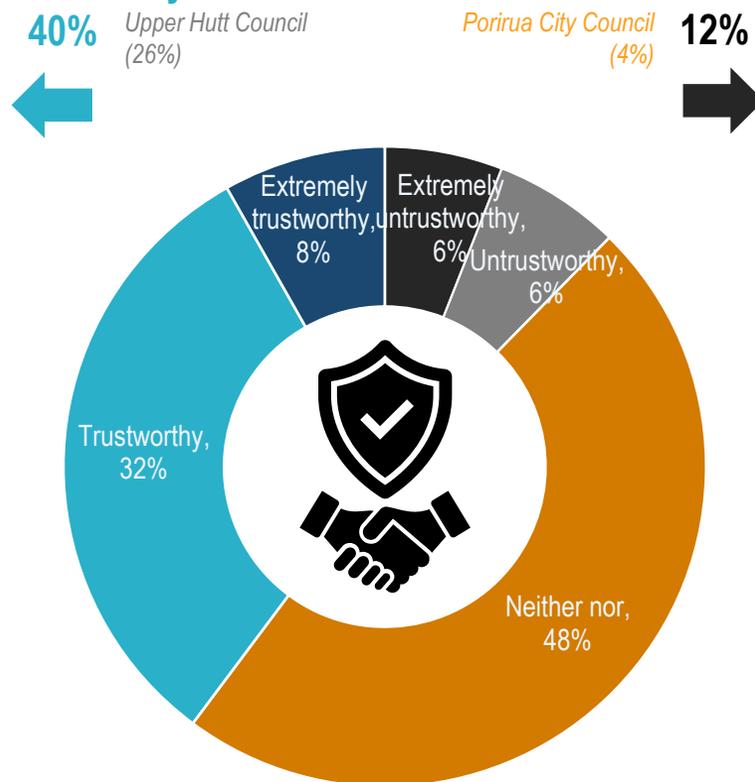
WHY NOT TRUSTWORTHY

Expectation of improved service and accountability	11% (27%)
Trust in Māori/iwi involvement and environmental focus	6% (16%)
Hopeful but cautious due to newness	6% (16%)
Based on current performance and existing systems	6% (15%)
Need more information or to see results/actions	5% (12%)
Potential for better outcomes through collaboration	4% (10%)
Expertise; focus on water only	1% (3%)
Don't know; no comments; generally trusting	8% (19%)

Base: All respondents n=708. In brackets - those who think Tiaki Wai will be trustworthy n=260

“Have no reason to think they won't be successful. Iwi also have a strong environmental mandate.”

“Can't be worse than current.”



From past performance and ratepayer burden	4% (36%)
Concerns about Māori/iwi involvement	3% (21%)
General distrust of government and corporations	2% (20%)
Skepticism due to lack of information and unknown/new entity	2% (19%)
Potential for increased costs/inefficiency	2% (18%)
Other	1% (7%)

Base: All respondents n=708. In brackets - those who think that Tiaki Wai will be untrustworthy n=93

“Just another entity gauging at our overpriced rates.”

“The racist inclusion of mana whenua iwi seems to be more of a politically correct motivation.”



**LET'S NOW LOOK AT HOW
WE CAN SET OURSELVES UP
FOR SUCCESS...**

Information needs and Questions – in their own words

INFORMATION NEEDS AND QUESTIONS

INFORMATION NEEDS

“How I’m going to pay for it e.g. rates, or individually per household.”

“Share more details in ways ordinary people can understand.”

“A mail drop to explain who they are and what are their aspirations.”

“Cost per unit of delivery and a breakdown of those costs and how they compare to free market rates. Economic modelling on deferred maintenance costs, benefits of current work. Full financial GAP compliant reporting. Private sector discipline but not like some SOE / CCOs where the water authority does direct delivery rather than contracting out.”

“Way more information! All I know I’ve learnt from this survey.”

“Communication on what they will be doing and how to contact them plus how they will communicate moving forward.”

“Are you going to bring in water meters? Who owns this company Tiaki Wai? Is the pricing going to be fair to everyone?”

“Assurances on supply and quality and service.”

QUESTIONS

“Disruptions to supply and quality.”

“What are they doing that is different to the Council?”

“Not sure really, look at the health system for example since they became a main entity.”

“Who are their iwi - everyone or just a select few?”

“Just be good to be clear on what they are responsible for and how that crosses over with the Council if at all?”

“How will they be making improvements without raising costs?”

“Only concern is quality and change of water and services. Will I have the same rights?”

“What measures are in place to protect the environment and manage climate? Maintaining and upgrading stormwater and wastewater networks to handle heavy rainfall and prevent flooding?”

“None at present, because I know so little about the organization.”



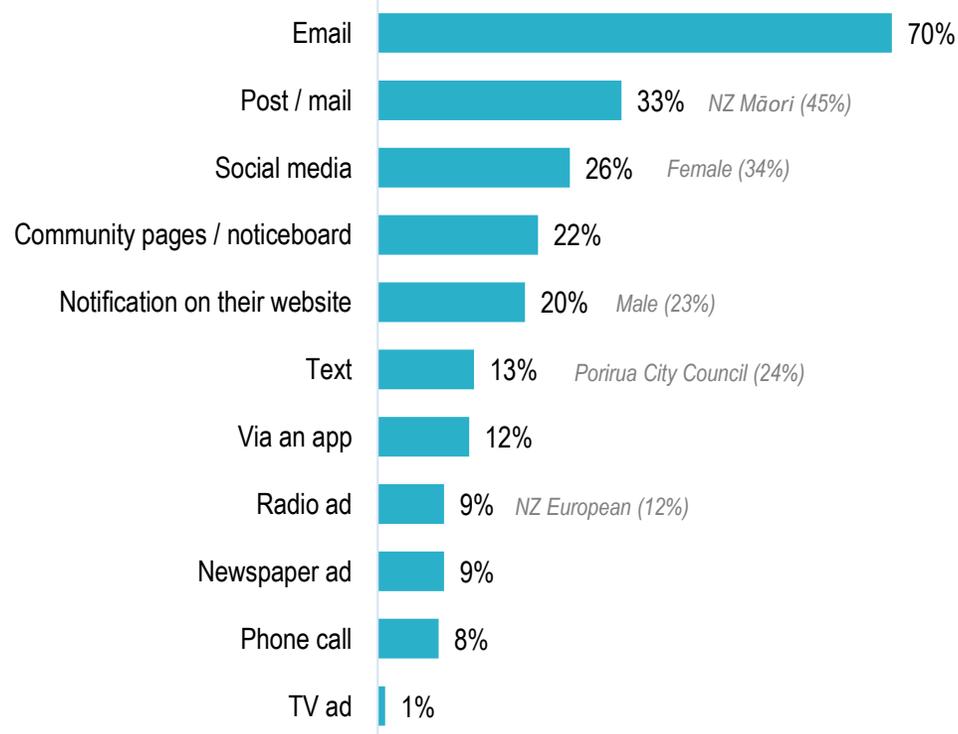
COMMUNICATION CHANNELS

People want multiple options to contact us and to be contacted by us

COMMUNICATION CHANNELS

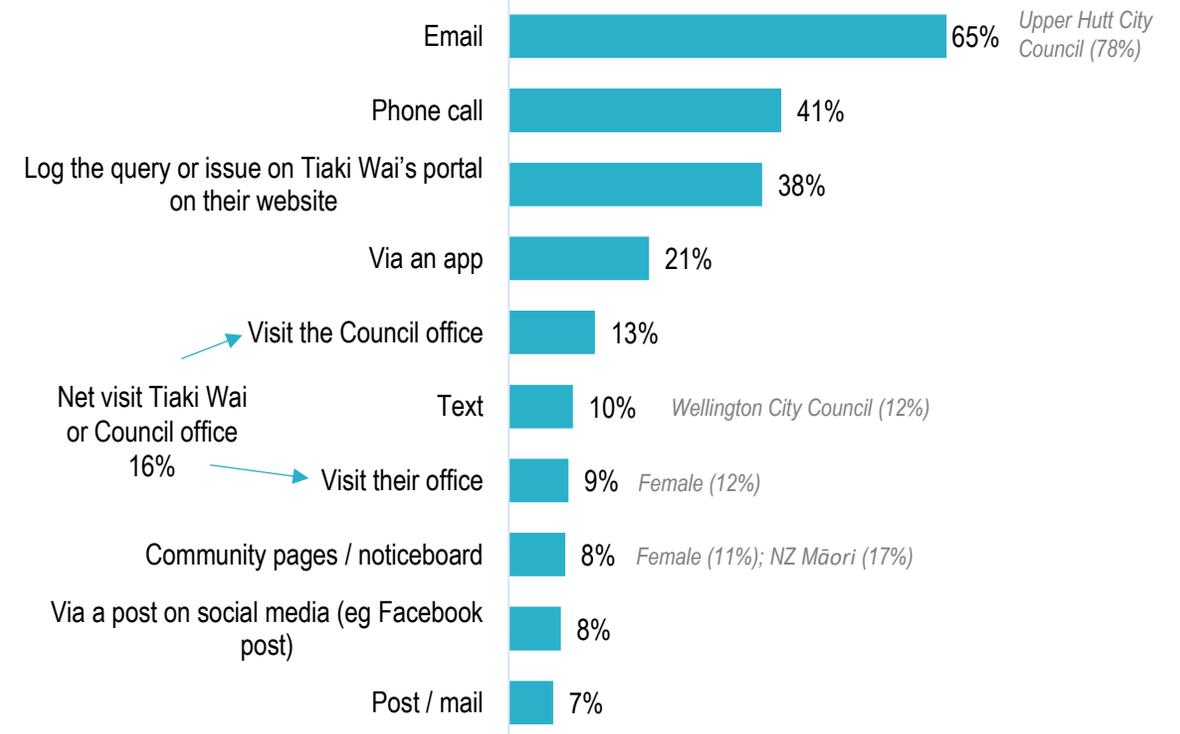
PREFERRED WAYS FOR TIAKI WAI TO CONTACT YOU

Mean 2.1 ways



PREFERRED WAYS TO BE ABLE TO CONTACT TIAKI WAI

Mean 2.2 ways



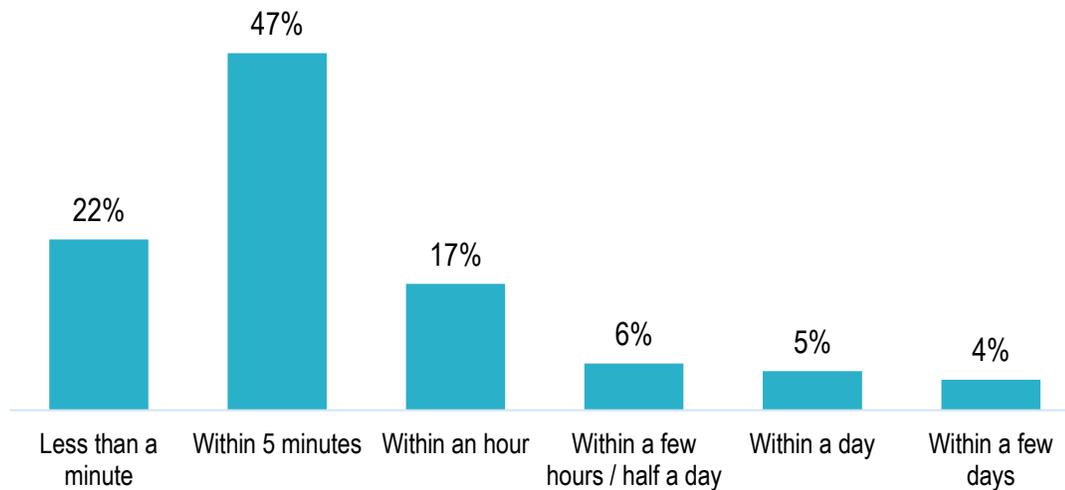
SO: Email access to Tiaki Wai is the most preferred option – however we need to be accessible in multiple ways, ideally including a manned call centre

Not surprisingly, people expect fast response times to phone calls; We have more leeway with emails

COMMUNICATION RESPONSE TIMES

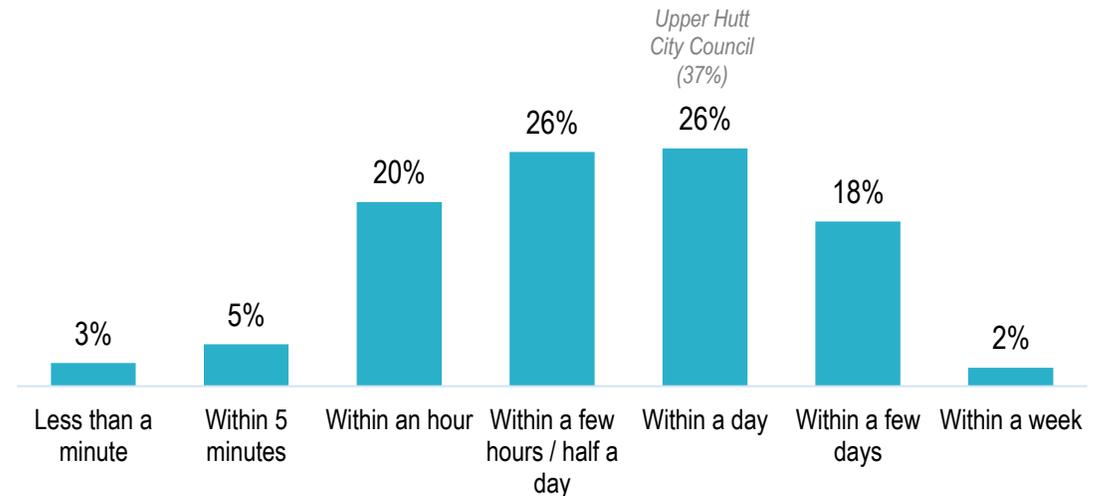
PHONE CALLS ANSWERED

69% expect the phone to be answered with 5 minutes; 86% expect to be on hold for no more than an hour



EMAILS REPLIED TO

80% expect a reply within the day



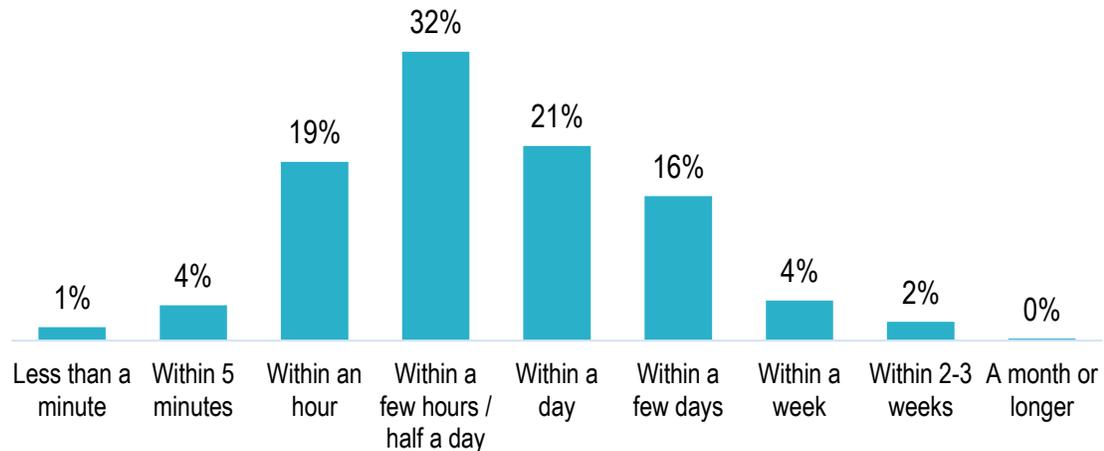
SO: Will we be able to resource up to be able to deliver to peoples' desired service levels?

People expect major water leaks and water quality to be resolved quickly - faster than minor leaks

ISSUE RESOLUTION TIMES

WATER QUALITY ISSUES RESOLVED

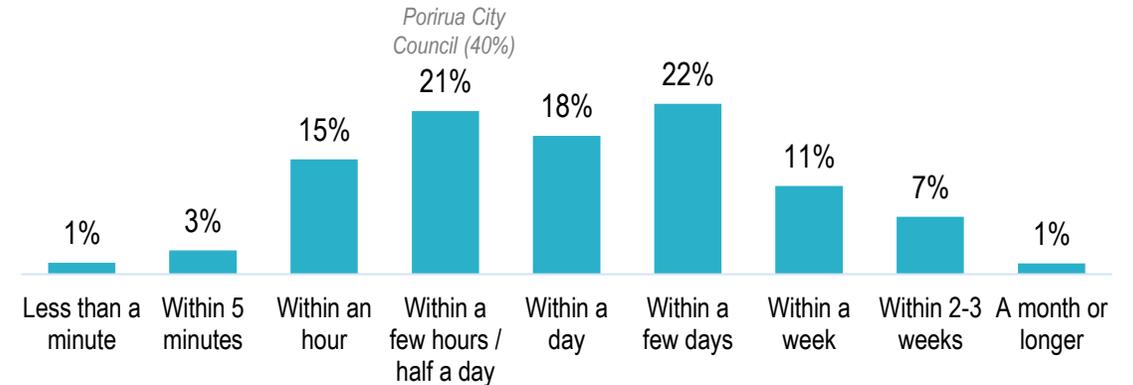
77% expect water quality issues to be resolved within a day



SO: People can live with minor leaks but are less tolerant of major disruptions to their water supply

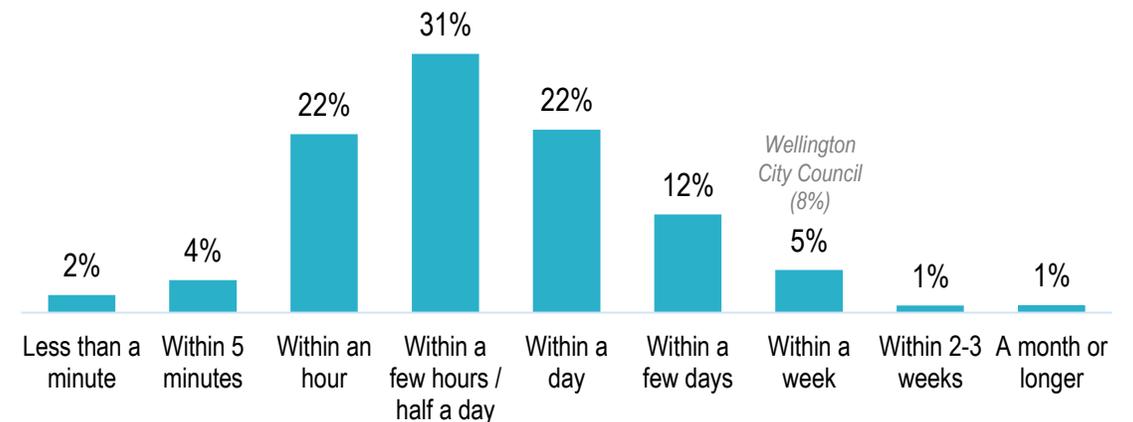
MINOR LEAKS RESOLVED

80% expect water minor water leaks to be fixed within a few days



MAJOR LEAKS RESOLVED

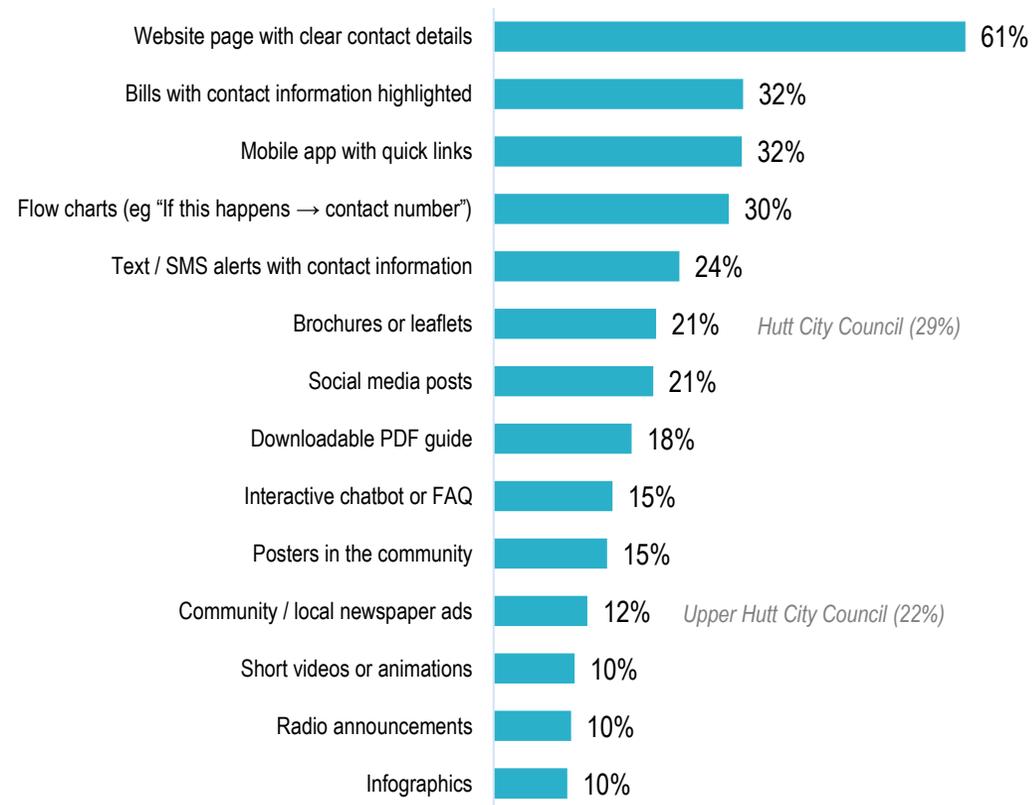
81% expect water major water leaks to be fixed within a day



We need to provide easy to find contact information on our key constant touchpoints – website, bills and app. Ideally our comms would be in English and Te Reo

INFORMATION FORMATS

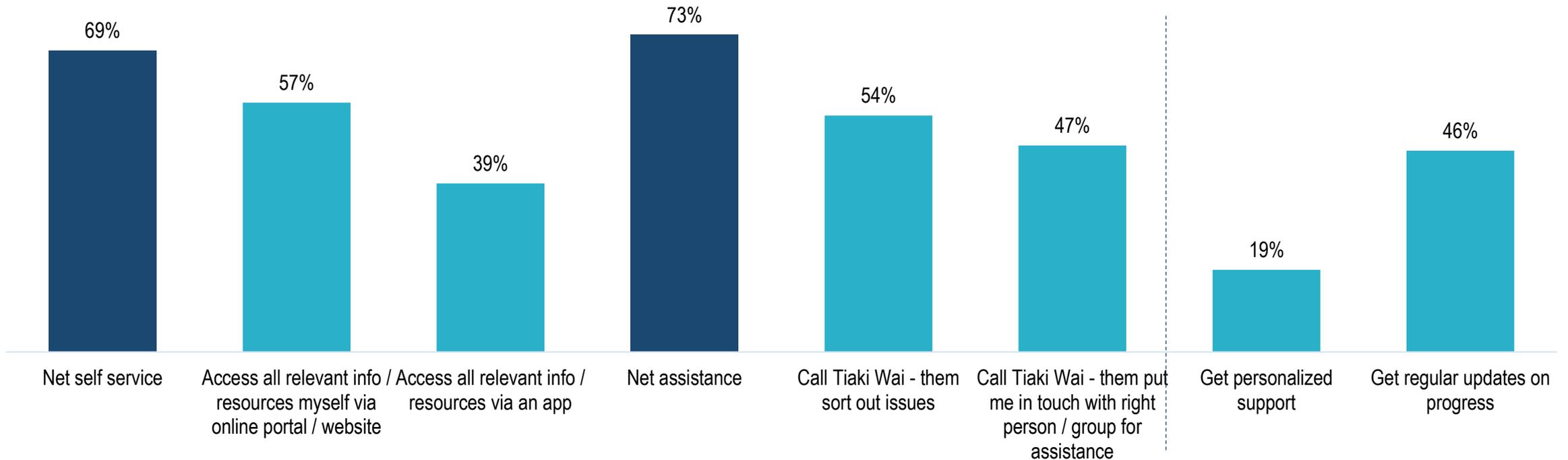
BEST FORMAT TO FIND CONTACT INFORMATION



People do want to be able to do a lot for themselves online – however 3 in 4 want to be able access human support if needed

INFORMATION FORMATS

IDEAL SERVICE



SO: People want flexibility in how they deal with Tiaki Wai. When they have issues, the majority want to talk to someone, whereas when they are looking for information and resources, online is the preferred option

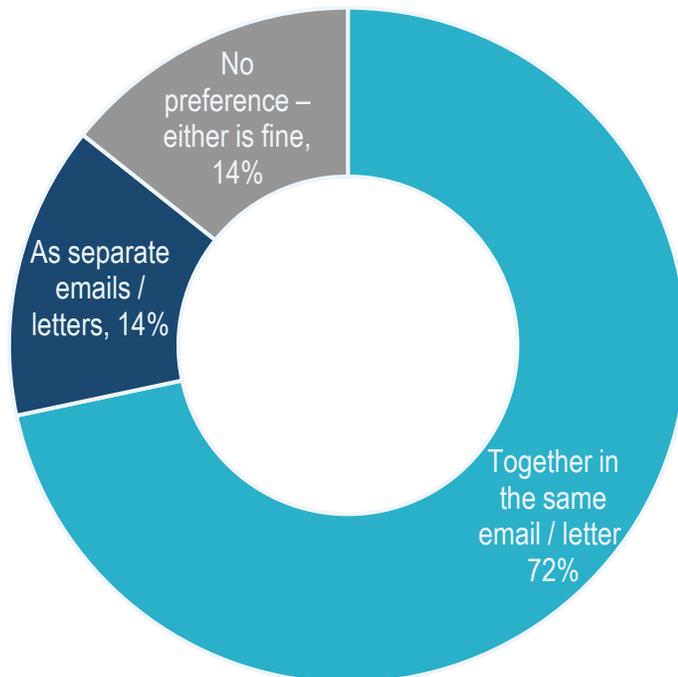


WATER BILLS GOING FORWARD

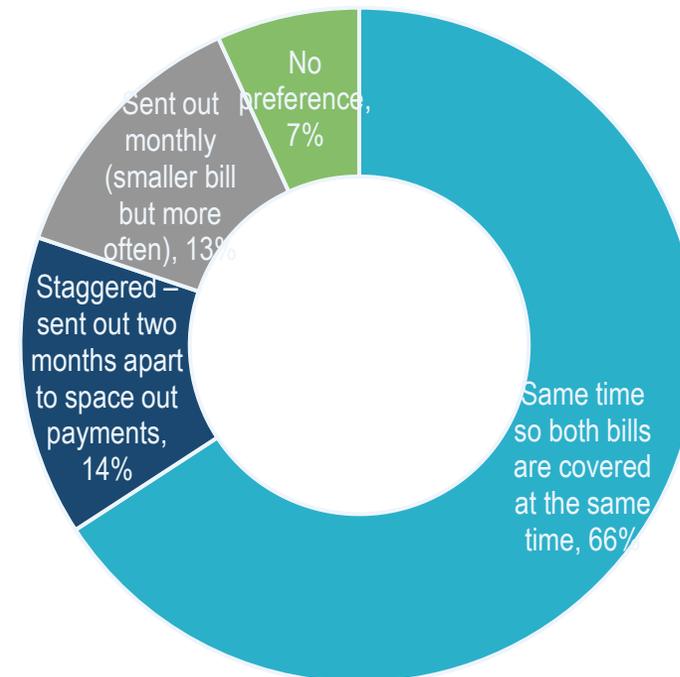
We ideally need to align the Council rates and Tiaki Wai water bills – send them out together, with payments for both due at the same time

BILL CADENCE

PREFERENCE FOR RATES BILL AND WATER BILL TO COME TOGETHER IN THE SAME LETTER / EMAIL OR SEPARATELY



PREFERENCE FOR RATES AND WATER BILL TO BE DUE AT THE SAME TIME OR STAGGERED

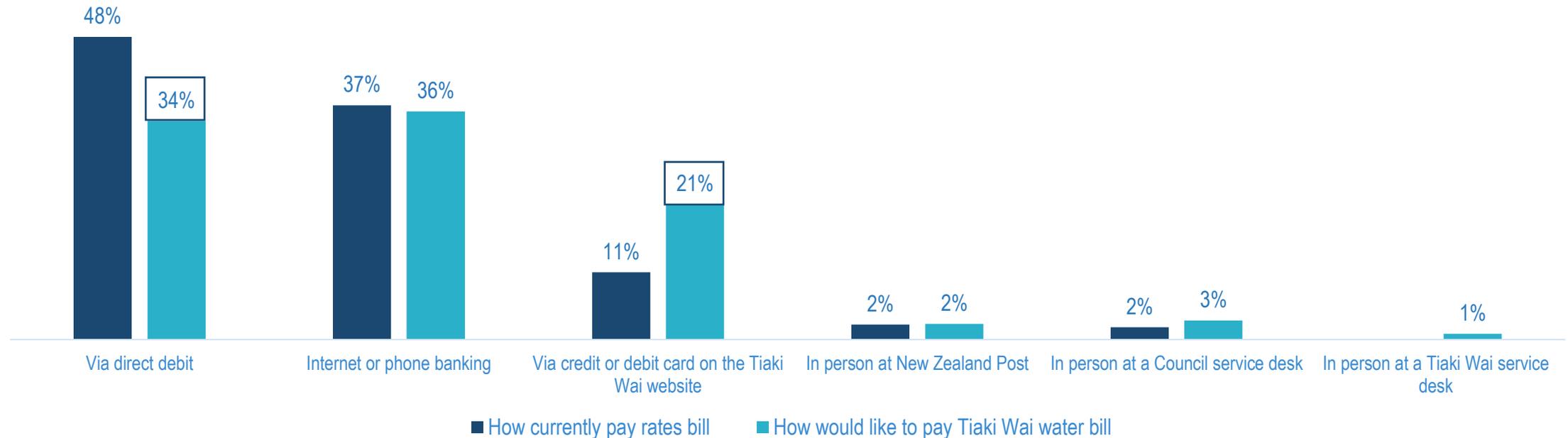


SO: People want limited decoupling between the two from a billing perspective

When it comes to preferred payment options, there are 3 key ways people want to be able to pay...

BILL PAYMENT

HOW PREFER TO PAY WATER BILL VS HOW CURRENTLY PAY RATES BILL



SO: Very few want to pay in person. Interestingly there are some who currently pay their rates bill via direct debit who would prefer to pay via credit or debit card – we need to make it easy for people to change and update payment methods.



PRICING EXPECTATIONS UNDER TIAKI WAI

Billing expectations - half expect their water bills to stay the same

PRICE EXPECTATIONS

“Different organisation would likely result in higher prices in my opinion.”

Wellington City Council (20%); Asian (26%)
Porirua City Council (8%)

16% expect increase

52% EXPECT BILLS TO STAY THE SAME

32% expect a reduction

“If there is a specialist entity, it will need less.”

“The service isn't changing. Why should it cost more all of a sudden?”

WHY AN INCREASE

New entity/setup perceived as opportunity for price increase/profit making	6% (37%)
General/unspecified expectation of price increase	6% (36%)
Infrastructure upgrades and maintenance	2% (13%)
Lack of information and uncertainty	1% (6%)
Metering concerns	1% (5%)
Expect cost increase would result in better/more service	1% (5%)
Currently not paying for water	<1% (2%)

Base: All respondents n=708. In brackets - those who expect bills to increase n=122

WHY A DECREASE

Expectation of efficiency and better management	36%
Cost of water and rates currently too high; overcharged	29%
Affordability and cost of living currently too high	23%
Cost is usage-based; will reduce usage; paying for water only no overheads	7%
Currently not paying for water; general desire for lower fees	7%

Base: All respondents n=708. In brackets - those who expect bills to decrease n=232

WHY EXPECTS BILLS TO STAY THE SAME

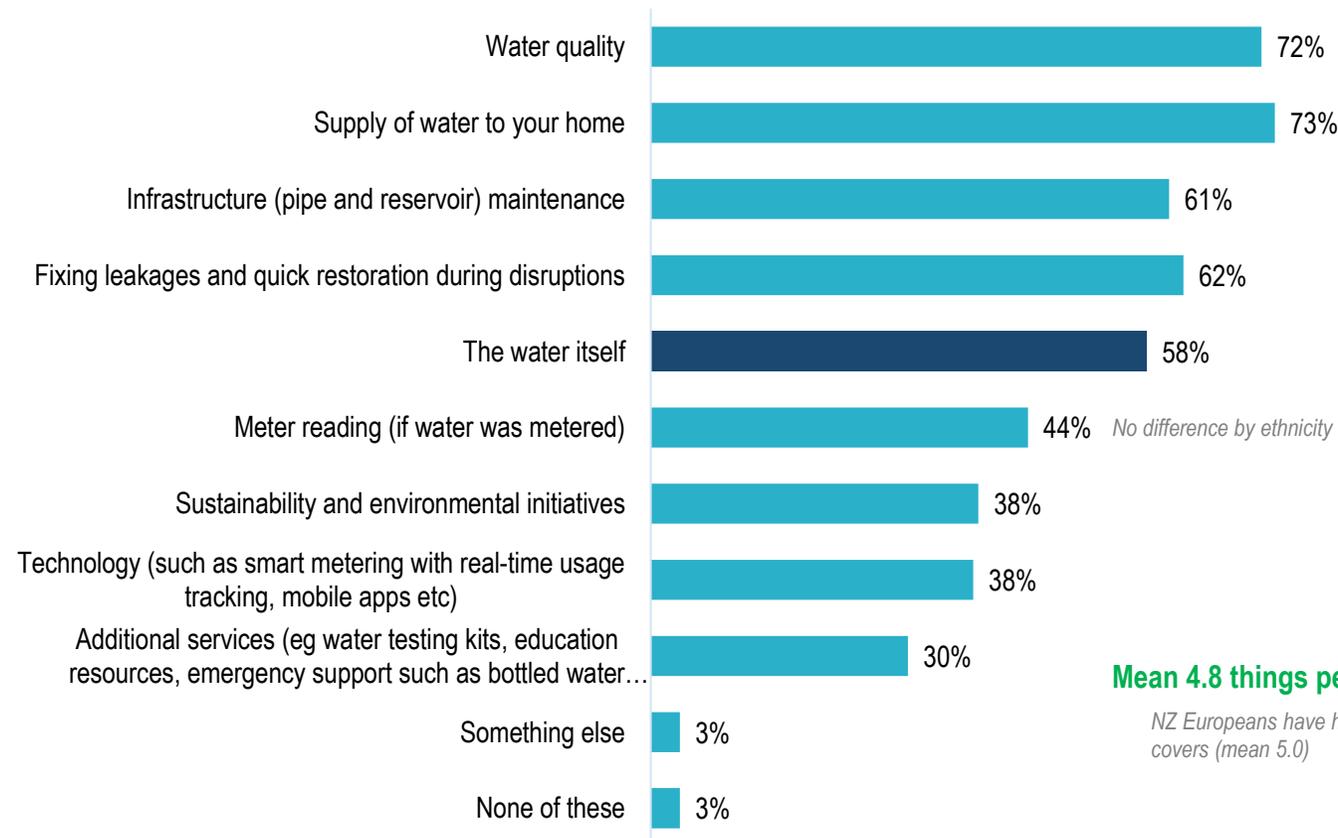
Same service and/or same usage needs, so same cost	14% (32%)
Unaffordability and cost of living	11% (25%)
Rates and existing payments	6% (14%)
No evidence/justification for an increase in fees/bills	5% (12%)
Being hopeful	2% (6%)
Efficiency/economy of scale should be able to keep cost the same	2% (5%)
Fees/bills certainly not going to decrease	1% (2%)

Base: All respondents n=708. In brackets - those who expect their bills to stay the same n=306

58% think that they are being charged for the water itself and paying for water quality (which they don't always feel they get)

BILL CADENCE

WHAT PEOPLE BELIEVE THEIR WATER BILL COVERS



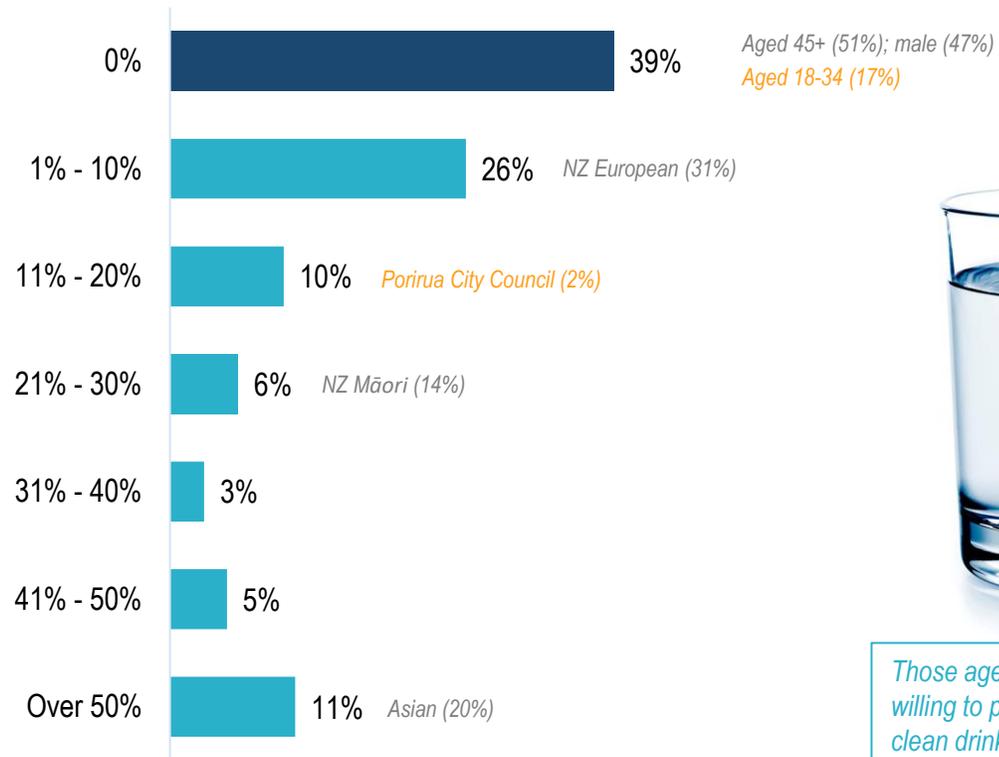
SO: people may need further education on exactly what they are paying for

Mean 4.8 things people believe their water bill covers

NZ Europeans have higher awareness of what their water bill covers (mean 5.0)

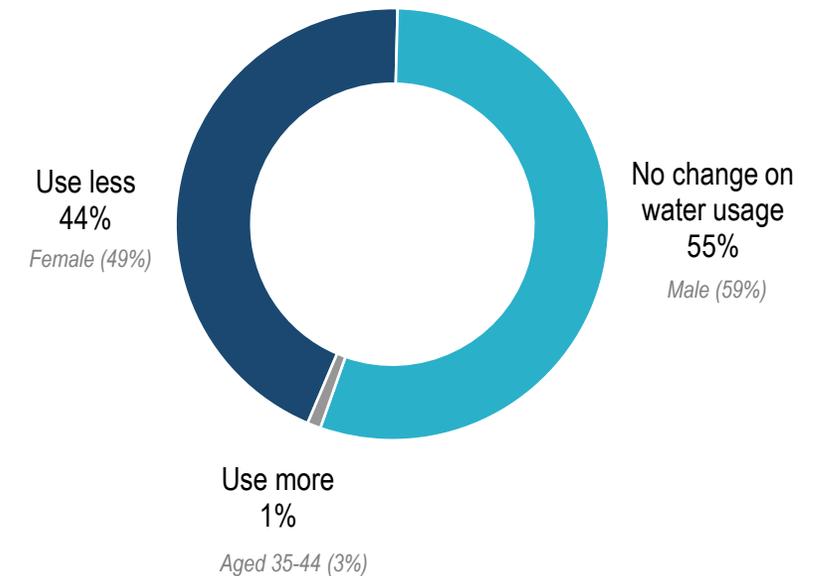
2 out of 3 are willing to pay more to get guaranteed clean safe drinking water. Half say they would try to reduce water usage if it was metered

AMOUNT EXTRA WILLING TO PAY TO GUARANTEE SAFE DRINKING WATER



Those aged 18-34 are generally more willing to pay more for guaranteed clean drinking water, but not so much for those aged 45 and above.

EXPECTED CHANGE IN BEHAVIOUR IF WATER WAS METERED



The two strongest messages talk to reliable water supply, cleaner water ways and cost transparency. 1 in 6 don't think any of them quite hit the mark

MESSAGING

STRENGTH OF MESSAGES AT BUILDING CONFIDENCE, TRUST AND ACCEPTANCE OF TIAKI WAI

M1	Over time, Tiaki Wai aims to deliver more reliable water supply, fewer leaks, outages and overflows, and cleaner harbours and waterways.	43%
M2	How much water services cost us will become more transparent. You're paying for the networks that deliver and remove water, not the water itself.	42%
M3	Tiaki Wai means caring for water, and we aim to live up to that by managing water carefully across the whole region, from supplying communities to protecting our harbours and waterways.	38%
M4	Improvements will take time - pipes won't stop leaking overnight - but Tiaki Wai will be better able to catch up on maintenance and make progress more quickly.	38%
M5	Tiaki Wai marks a new chapter in how water services are delivered, a chance to fix long-standing issues and build a system that's fit for purpose.	34%
M6	Upgrades are needed, and costs will rise over time, but Tiaki Wai is committed to avoiding sudden price shocks and supporting households who need it.	34%
M7	Tiaki Wai will own the water assets and have more stable, independent funding, giving us more ability to plan ahead and pay for improvements.	30%
M8	Our water networks link all our communities, what happens in one part of the region affects everyone. Tiaki Wai will manage the system as a whole.	23%
NONE	None of these	17%

TOP 3 STRONGEST MESSAGES RANKED

	M1	M2	M3	M4	M5	M6	M7	M8
Net top 3 strongest	26%	27%	21%	23%	18%	21%	16%	10%
Strongest	11%	13%	9%	4%	8%	6%	4%	2%
Second strongest	9%	8%	7%	10%	5%	10%	6%	4%
Third strongest	6%	6%	6%	9%	5%	6%	6%	3%

Q: [messages] Please select the messages that would build your confidence, trust and acceptance of Tiaki Wai, if any. [messages2] Please select your top three that you think would most strongly build your confidence, trust and acceptance of Tiaki Wai and rank them from 1 (strongest), 2 (second strongest) and 3 (third strongest) message.
Base: All respondents n=708



BRINGING IT ALTOGETHER

SETTING TIAKI WAI UP FOR SUCCESS

KEY DISCOVERY ON A PAGE

WHAT THEY DO AND DON'T KNOW CURRENTLY

1



1 in 3 don't know that their rates bill covers drinking water

1 in 4 don't know that their rates bill covers any water services

Most people don't know how much they are currently paying for water

52% claim to have had issues with water supply in the last 5 years

Only 16% claim to be aware of Tiaki Wai currently

WHAT IS IMPORTANT WHEN IT COMES TO WATER

2



Quality of the water (safe to drink, taste, odour, colour)

Reliability of supply e.g.

- there is enough water at all times with no restrictions in dry periods
- water always comes out when I turn on a tap

Absence of leakages, quick restoration during disruptions and leakages,

Infrastructure maintenance (well-maintained pipes and systems to prevent leaks)

MOST RELEVANT MESSAGES

3



Over time, Tiaki Wai aims to deliver more reliable water supply, fewer leaks, outages and overflows, and cleaner harbours and waterways.

How much water services cost us will become more transparent. You're paying for the networks that deliver and remove water, not the water itself.

WHAT THEY WANT TO KNOW

4



10 key things we need to educate people on:

1. **Who we are**
2. **Our credentials**
3. **Our operational plans** (ideally including timeframes)
4. **Implications** for consumers
5. What they **can expect in terms of improvements** (what and how)
6. What they **can expect in terms of service**
7. What it means for **prices and costs**
8. What they are really **paying for**
9. **What Tiaki Wai vs. the Council responsibilities are**
10. How to **get in touch and get help** – easy to find contact details on their website, on their water bill and on a mobile app

WHAT THEY PREFER FOR FUTURE BILLING

5



Aligned with the Council Rates bills – arrive in the same letter / email and payable at the same time

Ability to pay via multiple channels:

- direct debit
- internet banking
- phone banking
- on the Tiaki Wai website (via credit or debit card)

HOW TO COMMUNICATE WITH THEM

6



Outbound:

- Email
- Post
- Social media
- Community noticeboards
- Website/webpage
- App

Inbound:

- Email
- Phone
- Website; web based portal
- App
- Council or Tiaki Wai office

English and optional Te Reo.
No other languages required.

THIS HAS BEEN A ONE PICTURE PRESENTATION

DECEMBER 2025

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Public engagement on the Water Services Strategy, Significance and Engagement Policy and Customer Charter

To:	Tiaki Wai Board		
From:	Adrienne Black, Strategy and Policy Lead Tessa O'Rorke, Customer, Partnerships & Communications Lead	Date	19 February 2026
Approved :	Dougal List, Establishment Director		
It is recommended that the Board:			
<ol style="list-style-type: none"> 1. Endorse the approach of engaging the public on the Significance and Engagement Policy and Customer Charter alongside the Water Services Strategy. 2. Approve the draft Significance and Engagement Policy for consultation. 			

Executive summary

1. This paper seeks the Board's endorsement on the plan to engage with the community on the draft Water Services Strategy (WSS), Significance and Engagement Policy (SEP) and Customer Charter together in joint consultation from 25 March to 22 April 2026.
2. This paper also summarises updates made to the draft SEP following Board feedback in December and seeks the Board's approval of the final draft (proposed) SEP for consultation.
3. Together, these documents will inform the community about what Tiaki Wai intends to do, how water services will be paid for and what they can expect from their new water services provider. The proposed consultation approach follows good practice, with a moderate level of promotion to communities to find out more about Tiaki Wai and provide feedback.
4. This paper follows updates to the Board in December on the overall communications framework, the WSS consultation approach and the initial draft SEP. It is followed by a separate paper on the contents of the draft Customer Charter, on the agenda today.
5. Sharing this information, through the documents and in supporting communications, is part of the Communications and Engagement Framework noted by the Board in December.

Approach to consultation

6. As agreed in December, consultation on the FY26/27 WSS is intended to be in line with the consultation approach our councils take on their Long-Term Plans.

7. Along with the WSS, Tiaki Wai is required to have an SEP which sets out the general approach and criteria for determining significance and the general approach Tiaki Wai intends to take to community engagement.
8. The Local Government Water Services Act 2025 (LGWSA) requires Tiaki Wai to engage with its shareholders and mana whenua partners (the Partners Committee), and the community on the proposed SEP, and obtain its shareholders' approval of the proposed policy. The consultation approach outlined in December and in this paper ensures this requirement is met.
9. A Customer Charter is also being developed for Tiaki Wai. The draft Charter outlines what customers can expect in terms of engagement, communication, fairness and accountability, and what Tiaki Wai expects in return from its customers. It is principles-based rather than prescriptive and recognises that Tiaki Wai will inherit differing systems, practices, and service levels and that operational alignment and uplift will occur progressively over time.
10. Together, the WSS, SEP and Customer Charter will provide useful and relevant information for communities – what Tiaki Wai plans to do, how water services will be paid for, what customers can expect and how they can expect to be engaged with.
11. Tiaki Wai is planning to consult on draft versions of the WSS, SEP and Customer Charter together as one package, now running from 25 March to 22 April 2026. Prior to commencing public consultation on the draft documents, Tiaki Wai will engage with council officers through the Responsible Officers Group, and with the Partners Committee on 13 March 2026.
12. The following is the full timeline for development, consultation and approval of the WSS, SEP and Customer Charter:

Date	Item
13 March	Partners Committee meeting – Update on draft WSS, SEP and Customer Charter and associated public consultation material
18 March	Board meeting – Approval of final draft WSS for consultation (incl. strategic direction, draft budgets, charges and financial policies)
25 March	Start of engagement / public consultation (WSS, SEP and Customer Charter)
22 April	Close of public consultation
13 May	Board meeting – Agreement of changes following engagement/ public consultation, responses to Partners Committee feedback
29 May	Partners Committee Meeting – Update on material changes because of consultation
11 June	Board meeting – Adoption of the final WSS, SEP and Customer Charter with delegation to the CE of final minor changes before publication
26 June	Partners Committee – Final WSS, SEP and Customer Charter shared
29 June	WSS, SEP and Customer Charter published

13. The public engagement process is not a vote on what Tiaki Wai should do, nor how much the budget should be, but is a chance for people to provide feedback to Tiaki

Wai on what is important to them. The approach balances transparency with the pragmatic reality of constrained time and resources and has been discussed with relevant shareholding council staff.

14. There is already growing interest in, and questions about, aspects of Tiaki Wai and what it means for ratepayers (who will become Tiaki Wai customers). Once approved by the Board and released, the draft WSS, SEP, Customer Charter and supporting communications materials will together provide up to date information the community is seeking.

Significance and Engagement Policy

15. An initial draft SEP was shared with the Board in December. The final draft (proposed) SEP reflects the feedback provided by the Board and is included as **Attachment A**. Updated sections to note include:
 16. Decisions on significant contracts:
 - 16.1 The proposed SEP now defines significant contracts as those which meet one or more of the following criteria:
 - Contracts that would create a public-private partnership as defined by the Crown ([National Infrastructure Funding and Financing](#))
 - Contracts that could risk the ability of Tiaki Wai to meet its statutory obligations, or
 - One-off contracts with a value that exceed \$100 million, for example contracts for capital works projects or new information technology systems;
 - Multi-year contracts spanning more than 10 years and with a value that exceeds \$500 million, such as contracts for ongoing maintenance and renewal work or management of the treatment plants.
 - 16.2 The proposed SEP also now clarifies that Tiaki Wai will not generally consult on significant contracts where:
 - the matter, proposal or project that the proposed contract relates to has already been consulted on and approved by Tiaki Wai (i.e. through the Water Services Strategy), and
 - the scale or outcome of the matter, proposal or project the proposed contract will cover has not substantively changed.
17. In approving the final draft (proposed) SEP for consultation, the Board is asked to specifically consider whether the proposed value and term of contracts deemed 'significant', as noted above, are within practical limits.
18. Strategic Assets:
 - The Board asked in December for consideration to be made on whether water sources should be deemed strategic assets. We consider the resource consents

for water takes (and discharges) to be significant assets, rather than the water sources themselves. This clarification has been made to the proposed SEP.

- Clarification has also been made that individual water meters are not considered strategic assets.
19. Clearer link between Schedule 1: Determining Significance and how that relates to Schedule 3: Engagement:
- The corresponding significance level has been added to the various levels of engagement in Schedule 3. The proposed SEP also clarifies that a level of judgement is required when deciding on the level of engagement.

Issues and risks

20. Shareholding councils are engaging with communities on various topics over a similar period. Tiaki Wai and council staff are working collaboratively to ensure it is clear to communities who they should talk to about which topics. There will also be a process for forwarding any relevant comments to the appropriate point, where necessary.
21. There is a lot of information to be presented in the WSS, SEP and Customer Charter. As documents are prepared, there is a strong focus on making it easy for people to find the details they are interested in.
22. With the recent incident at the Moa Point Wastewater Treatment Plant, it is likely that there may be a higher level of interest in the WSS than may have otherwise been the case. The consultation tool being used will be useful to manage potentially higher volumes of feedback.

Stakeholder considerations

23. Tiaki Wai Partners – shareholding councils and mana whenua – have briefings and discussions scheduled separately from the public engagement.
24. The draft Charter will be shared with Utility Disputes Ltd, the Commerce Commission and Consumers Institute for feedback.
25. The intent is to make all stakeholders aware of the information and the opportunity to comment.

Financial summary

26. The costs associated with this engagement process are within the communications budget.

Policy, process and legislative considerations

27. The approach is in line with the requirements for consultation set out in proposed SEP and meets legislative requirements to consult on that policy.
28. Tiaki Wai is not required by legislation to consult on the WSS but is choosing to do so to demonstrate transparency.

Next steps

29. The Board, in the in-committee session, should note the draft Customer Charter, key inputs and detailed next steps for finalising it.
30. Planning and drafting of material for the joint consultation is underway and will continue in order to be ready to engage from 25 March 2026.
31. Consultation with the Partners Committee on all three documents on 13 March 2026.
32. Following consultation, all three documents will all be finalised and Board endorsement of the final documents will be sought in May (Customer Charter) and June (WSS and SOE).

Attachments

Attachment A: Final draft (proposed) Significance and Engagement Policy

Proposed Tiaki Wai Significance and Engagement Policy

Approved by the Board of Tiaki Wai Limited on [insert date].

About Tiaki Wai

Tiaki Wai is a council-owned water organisation that, from 1 July 2026, will deliver drinking water, wastewater and piped stormwater services across the metropolitan Wellington area.

Tiaki Wai was established by five shareholding councils – Wellington City, Hutt City, Upper Hutt City, Porirua City, and Greater Wellington Regional Council – and two mana whenua partners, Ngāti Toa Rangatira and Taranaki Whānui ki Te Upoko o Te Ika.

Tiaki Wai recognises that it is managing and delivering water services on behalf of, and for, the communities across the metropolitan Wellington area, and that it needs to engage meaningfully with those who are likely to be affected by decisions made by Tiaki Wai.

About this policy

The Local Government (Water Services) Act 2025 (LGWSA) requires Tiaki Wai to adopt a significance and engagement policy. The purpose of the policy is to guide the approach Tiaki Wai takes to engagement and provide clarity about when communities can expect to be engaged in relation to decisions by Tiaki Wai.

Tiaki Wai will be required to make a range of decisions in relation to water services throughout the year, including decisions about: the level of service customers receive, where and when essential infrastructure is renewed or built, the investment required in water infrastructure and assets, how that investment is financed (including through water charges), and the contracts that will be entered into to deliver services and infrastructure projects.

Many strategic decisions will be made and documented through the Water Services Strategy and Water Services Annual Budget, but there is also the potential for other decisions to be made throughout the year. This could include decisions about significant contracts, potential joint water service provider arrangements, and other significant proposals or projects.

The decisions Tiaki Wai makes will affect residents, businesses and communities in different ways. It is important that people who are likely to be affected about decisions are informed and that they have the opportunity to provide their views when necessary.

Purpose of this policy

This policy:

- sets out how Tiaki Wai will determine the significance (importance) of particular proposals, issues, infrastructure, decisions and activities;
- identifies criteria and matters that will generally be used when assessing the significance of proposals, etc;
- outlines how and when communities can expect to be engaged, and by who, and what Tiaki Wai will do with feedback and views provided through engagement.

Any engagement or consultation about decisions, proposals, significant contracts and joint water service provider arrangements Tiaki Wai intends to make will generally be conducted by Tiaki Wai. The only other parties that may consult on behalf of Tiaki Wai, where there is good reason for doing so, are: Hutt City Council, Porirua City Council, Wellington City Council or Upper Hutt City Council.

There may be situations where joint consultation with one of Tiaki Wai's shareholding councils is appropriate, for example, in relation to development contributions. This will be managed in line with this SEP and the relevant council's policy, to ensure that all relevant engagement expectations are met.

Engagement principles

Clarity	Tiaki Wai will provide clear information about the proposed decision, the purpose of consultation (including the feedback desired), and the timing of consultation and the eventual Tiaki Wai decision.
Accessibility	Tiaki Wai will provide all relevant information in a format that the community can access and understand.
Opportunity	Tiaki Wai will provide clear feedback forms and accept feedback online and in writing but will also accept feedback from the community in other ways, where practical and where that will work better for any communities or individuals.
Identifying key or interested stakeholders	Before consulting, Tiaki Wai will work to identify the key or most interested stakeholders in relation to a proposal and invite feedback from those stakeholders. This will include mana whenua, for any proposals or decisions of relevance to Māori interests.
Open-mindedness and fairness	Tiaki Wai will receive feedback from the community with an open mind and give due consideration to those views when making decisions.
Transparency	Where it can, Tiaki Wai will publish a clear record of decisions made and details of how it considered the community feedback it received.
Coordination	Where required, Tiaki Wai will coordinate with Shareholding Councils when planning engagement and consultation to ensure consistency in approach and minimise confusion and costs.

Approach to decision-making

For all decisions, Tiaki Wai will adopt the following approach:

- determine the significance of the proposal/decision using the criteria in **Schedule 1: Determining Significance**, and **Schedule 2: Significant Assets** and then
- based on that determination, decide whether any engagement is required for the proposal/decision; and
- if engagement is considered appropriate, develop an engagement plan in a manner that aligns with the guidance in **Schedule 3: Engagement Planning**.

Specific additional considerations apply to the following matters or types of decisions, as set out below:

1. Water Services Strategy
2. Significant Tiaki Wai decisions on projects or proposals
3. Decisions relating to joint water service provider arrangements
4. Decisions about significant contracts

1. Water Services Strategy

The Water Services Strategy is the key strategic planning document developed by Tiaki Wai, which sets out the short, medium and long term direction for Tiaki Wai. It includes infrastructure investment plans, proposed levels of service, performance measures, proposed water charges, and financial forecasting.

Tiaki Wai will generally consult with the community in relation to its proposed Water Services Strategy by:

- developing a draft Water Services Strategy and making this available to the public. This will be communicated across multiple channels, including the Tiaki Wai website, social media, news media and advertising;
- inviting feedback on the draft Water Services Strategy through the use of feedback forms, available both on-line and in hard copy;
- allowing feedback from the community over a period of generally no less than three weeks; and
- publishing insights received from community feedback at the time of publishing its final Water Services Strategy and decisions.

When consulting the community on its draft Water Services Strategy, Tiaki Wai will specifically seek community feedback on:

- any proposal to transfer ownership or control of a strategic water services asset from Tiaki Wai to another party;
- any proposal to transfer ownership or control of a strategic water services asset to Tiaki Wai from another party; and/ or
- any proposal to significantly change levels of service provided by Tiaki Wai.

Schedule 1 provides a definition of a significant change in level of service and **Schedule 2** provides definitions of what is considered a strategic water services asset.

2. Significant Tiaki Wai decisions on projects or proposals

Tiaki Wai will generally engage on new significant projects or proposals, in particular where they have not been consulted on through the Water Services Strategy process. Where existing planned significant projects or proposals are proposed to be amended, Tiaki Wai will consider the approach to consultation based on the significance of the proposed amendments.

3. Decisions relating to joint water service provider arrangements

If Tiaki Wai was to consider the delivery of water services through a joint water services arrangement, outside of the Tiaki Wai service delivery area, then it would consider whether and how to engage in line with this strategy.

4. Decisions on significant contracts

Tiaki Wai is required to determine whether any proposed contracts are significant, based on this policy. If a contract is assessed as significant, then Tiaki Wai must consult, including with its shareholders, before entering into the proposed contract. Following consultation, Tiaki Wai must also obtain its shareholders approval to enter the proposed contract, as required by section 23 of the Local Government (Water Services) Act 2025.

For proposed contracts to be considered significant, one or more of the following criteria must be met:

- Contracts that would create a public-private partnership as defined by the Crown ([National Infrastructure Funding and Financing](#));
- Contracts that could risk the ability of Tiaki Wai to meet its statutory obligations;
- One-off contracts with a value that exceeds [\$100 million], for example contracts for capital works projects or new information technology systems;
- Multi-year contracts spanning more than [10] years and with a value that exceeds [\$500 million], such as contracts for ongoing maintenance and renewal work or management of the treatment plants.

Tiaki Wai will not generally consult on significant contracts where:

- the matter, proposal or project that the proposed contract relates to has already been consulted on and approved by Tiaki Wai, i.e. through the Water Services Strategy, and
- the scale or outcome of the matter, proposal or project the proposed contract will cover has not substantively changed.

In those instances, Tiaki Wai will instead inform the community that the contract has been awarded, and the key terms of that contract.

Where a proposed significant contract relates to a matter, proposal or project that has not already been consulted on, then Tiaki Wai will consult on the proposed contract in line with **Schedule 3**.

Any consultation on a significant contract would not include any matters that could impact on Tiaki Wai's ability to conduct a competitive commercial tender process.

DRAFT

Schedule 1: Determining significance

In relation to this policy, the term “significance” means the relative importance of the decision or proposal being considered. When assessing significance, Tiaki Wai will consider a number of criteria. These will be considered from the perspective of the entire service area covered by Tiaki Wai, while also taking into account local interests and impacts, recognising that Tiaki Wai’s decisions will not be relevant, or impact, the entire service area in all cases.

The criteria used to assess significance are:

Criteria	High significance	Medium significance	Low or no significance
<p>Consistency with existing policy, decision or contract</p> <p><i>The extent to which a decision is consistent with, or a departure from, existing policy, decisions or contracts made by or entered into by Tiaki Wai.</i></p>	<p>Decision is inconsistent or contrary to existing policy or plans made in the Water Services Strategy, prior decisions made by Tiaki Wai, or amounts to a material change to an existing contract entered into by Tiaki Wai, and will result in a significant change in outcomes (or scale of outcomes for a project) being delivered.</p>	<p>Decision involves some variation from existing policy or plans, but will not result in a material change to the overall outcomes being delivered.</p>	<p>Decision aligns with existing policy or decisions, or is a reasonable consequence of Water Services Strategy or previous decisions</p>
<p>Impact on Mana Whenua interests</p> <p><i>The extent to which a decision relates to land or a body of water, takes into account the relationship of Māori and their culture and traditions with their ancestral land, water, sites, waahi tapu, valued flora and fauna, and other taoka.</i></p>	<p>Decision has a significant impact on te mana o te wai (the health and wellbeing of the water), freshwater quality, or could impact on a site / area of significance to Mana Whenua</p>	<p>Decision may relate to te mana o te wai (the health and wellbeing of the water), freshwater quality, or land of interest to Mana Whenua, but will not lead to any adverse effects or cultural consequences</p>	<p>Decision relates to projects, assets or plans with no link to matters of specific interest to mana whenua</p>

Community interest <i>The extent to which existing individuals, organisations, groups and sectors in the community are affected by Tiaki Wai's decision</i>	High level of interest likely across the entire Tiaki Wai service area	High level of interest for a particular location or community, but low to moderate interest elsewhere	Low level of interest, either at a wider service area or local frame of reference, or only likely to impact a small group (eg single street or household)
Level of service provided	Large, permanent change to level of service from that outlined in Water Services Strategy	Moderate effect or temporary impact on level of service outlined in Water Services Strategy	Decision has little effect on levels of service, or resourcing requirements
Transfer of ownership or control of strategic assets (see definitions of strategic assets below)		Note: Mandatory consultation required under section 28, Local Government (Water Services) Act 2025.	
Ability for decision to be reversed	Very difficult to reverse (eg. project already under contract)	Moderately difficult	Easy to reverse (eg policy amendment)
Financial impact on for water charges	Decision causes an uplift in annual water charges >5% above projections	NA	NA

Schedule 2: Strategic assets

A strategic asset is an asset that is needed to deliver on the strategic outcomes and priorities that are important to the current or future performance of Tiaki Wai.

Tiaki Wai considers the following assets, in their entirety, to be strategic assets:

- The drinking water network, including pump stations and reservoirs
- Drinking water treatment plants
- The wastewater network, including pump stations
- Wastewater treatment plants
- Piped stormwater network, including pump stations
- Resource consents for water takes and discharges

Although Tiaki Wai owns and manages a number of assets as a single group (ie. the drinking water network), and considers it to be strategic asset, not all decisions made about a group of assets will be regarded as significant, nor do they affect the asset's strategic nature.

For example, the drinking water network is a strategic asset, but individual water meters measuring volumes of drinking water are not considered strategic assets themselves. As another example, the wastewater network is strategic, but small parcels of land related to that network may not be, and the purchase or sale of such parcels of land are unlikely to amount to a significant decision. It is only where separate decisions could materially impact on the ability to deliver across the whole network that they will generally be significant decisions.

Schedule 3: Engagement

In general, the higher the significance of a proposal or decision, the more likely there will be a need for some form of community engagement. The principles set out above will inform the approach Tiaki Wai takes to engagement.

Forms of engagement

The engagement methods used will reflect the level of significance and respond to the diverse needs and requirements of communities. There is a level of judgement required when deciding on the level of engagement, as reflected in the table below. For example, a decision may be of medium significance when considered across the whole service area, but high significance for a particular community (for example a new reservoir). This would suggest 'consult' with the local community but 'inform' for the wider region.

The following table provides examples of different levels of engagement that may be appropriate, and the tools that may be used by Tiaki Wai.

Level of engagement	Inform	Consult	Involve /collaborate
Significance level (refer to Schedule 1)	Low to medium significance decisions	Water Services Strategy and medium to high significance decisions	High significance decisions
What does this level of engagement involve?	Tiaki Wai provides balanced and objective information to help the public understand the issue requiring a decision, the alternatives, opportunities and solutions. Tiaki Wai regulatory reports on decisions made, and implementation of those decisions.	Two-way communication where Tiaki Wai provides information and supporting analysis and seeks public feedback to inform decision-making.	Participatory process to help the public identify issues and views to ensure concerns and aspirations are consistently understood and considered when making decisions.
Types of issues we might use this level of engagement for	Local water restrictions, works that will disrupt traffic/ access, night works, general operational decisions, small or	Proposed (draft) Water Services Strategy (other than for major projects); major infrastructure projects that impact	Major projects that involve environmental, cultural, economic concerns, including material amendments or

	temporary level of service change.	communities for extended periods. Significant contracts not otherwise consulted on through the proposed (draft) Water Services Strategy.	changes to existing major projects.
Tools Tiaki Wai might use for this level of engagement	Direct delivery e.g. information fliers/ letters; public notices in newspapers/ social media/ newsletters/via council channels. Website information.	Formal submissions through an online process.	Online information. Face to face engagement (e.g. targeted meetings, community stakeholder forums, public workshops, focus groups).
When the community can expect to be involved for this level of engagement	Usually after a decision is made, but in advance of the activity being undertaken.	Formal consultation in advance of adopting policy documents or plans.	Tiaki Wai will generally provide the community with opportunities to identify and canvass options, prior to initiating consultation ahead of decision-making.