



Tiaki Wai

BOARD PACK

for

Tiaki Wai - Public Board Meeting

Wednesday, 13 May 2026

9:00 am (NZST)

Held at:

Tiaki Wai

Room A, Ground Floor, 79 Boulcott Street, Wellington

INDEX

Cover Page

Index

Agenda

Attached Documents:

1.2 a	Interests Register.....	8
1.3 a	Minutes : Tiaki Wai - Public Board Meeting - 17 Apr 2026.....	10
2.1 a	02.1 - 2026 05 13 - Chief Executives Report to May Board.pdf.....	14
2.2 a	02.2 - 2026 05 13 - Establishment Directors report.pdf.....	22
2.2 b	02.2a - 2026-04-29 Apr - Tiaki Wai Est Prog - Progress Dashboard.pdf.....	27
2.3 a	02.3 - 2026 05 13 - Summary of public engagement feedback - WSS, Customer Charter	41
2.3 b	02.3a Attachment 1 - Summary of Public Feedback on the draft WSS, Customer Charter	47

AGENDA

TIAKI WAI

Care in every drop | He wai whakauka

TIAKI WAI - PUBLIC BOARD MEETING

Name:	Tiaki Wai
Date:	Wednesday, 13 May 2026
Time:	9:00 am to 10:00 am (NZST)
Location:	Tiaki Wai, Room A, Ground Floor, 79 Boulcott Street, Wellington
Board Members:	Will Peet (Chair), Adrian Wimmers, Elena Trout, Jon Lamonte
Attendees:	Dougal List, Jen Butler, Adrienne Black, Bryan Patchett, Dave Humm, Michael Brewster, Mike Wakefield, Paula Brasovan, Olivia Dovey, Julie O'Toole
Guests/Notes:	2.3 Amy Kears, Tiaki Wai

1. Meeting Administration

1.1 Chair's Welcome

9:00 am (5 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 mātaratara 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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1.2 Interest Register

9:05 am (2 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:

1.2.a Interests Register	8
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1.3 Confirm Minutes

9:07 am (3 min)

Will Peet

For Decision

Recommendation: That the Board **approve** the minutes of the Public meeting held 17 April 2026 as a true and correct record of that meeting.

Supporting Documents:

1.3.a	Minutes : Tiaki Wai - Public Board Meeting - 17 Apr 2026	10
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2. Standing items

2.1 Chief Executive's Report

9:10 am (15 min)

Michael Brewster

For Noting

Recommendation: That the Board **receives** the information in the Chief Executive's report.

Supporting Documents:

2.1.a	02.1 - 2026 05 13 - Chief Executives Report to May Board.pdf	14
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2.2 Establishment Director's Report and Progress Dashboard

9:25 am (15 min)

Dougal List

For Noting

Recommendation: That the Board **receive** the Establishment Director's Report and progress dashboard.

Supporting Documents:

2.2.a	02.2 - 2026 05 13 - Establishment Directors report.pdf	22
2.2.b	02.2a - 2026-04-29 Apr - Tiaki Wai Est Prog - Progress Dashboard.pdf	27

2.3 Public Engagement Summary

9:40 am (10 min)

Adrienne Black, Paula Brasovan

For Decision

Recommendation: that the Board:

1. **Approve** the proposed changes to be made to the Water Services Strategy, Customer Charter and Significance and Engagement Policy.
2. **Note** the proposed areas for ongoing community and stakeholder engagement.

Supporting Documents:

2.3.a	02.3 - 2026 05 13 - Summary of public engagement feedback - WSS, Customer Charter and SEP.pdf	41
2.3.b	02.3a Attachment 1 - Summary of Public Feedback on the draft WSS, Customer Charter, and SEP.pdf	47

2.4 Questions from the Public

9:50 am (5 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

2.5 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 3 through 5. 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)
3	In Committee Meeting Administration		
3.1	Confirmation of in committee minutes and matters arising	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
3.2	Actions from previous in committee meetings	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
3.3	Critical Assets update	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
4	Establishment Phase Matters		
4.1	Financial position update	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
4.2	Insurance Placement	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
4.3	Water Services Strategy Financial update	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
4.4	Legal Transfer update	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
4.5	Lunch		
4.6	Day One: Readiness Assessment	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
4.7	Stormwater Functions	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
4.8	Final Operational Position Report	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
4.9	Governance Matters	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
5	Other Business		

5.1	Any other business	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
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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.

2.6 Morning Tea

9:55 am (5 min)

3. In Committee Meeting Administration

3.1 Confirmation of Minutes

Reason for Exclusion: S7(2)(h) and (i) - Relates to commercial activities and the carrying out of commercial negotiations

3.2 Action List

Reason for Exclusion: S7(2)(h) and (i) - Relates to commercial activities and the carrying out of commercial negotiations

3.3 Critical Assets update

Reason for Exclusion: S7(2)(h) and (i) - Relates to commercial activities and the carrying out of commercial negotiations

4. Establishment Phase Matters

4.1 Financial position update

Reason for Exclusion: S7(2)(h) and (i) - Relates to commercial activities and the carrying out of commercial negotiations

4.2 Insurance placement

Reason for Exclusion: S7(2)(h) and (i) - Relates to commercial activities and the carrying out of commercial negotiations

4.3 Water Services Strategy - Financial Update

Reason for Exclusion: S7(2)(h) and (i) - Relates to commercial activities and the carrying out of commercial negotiations

4.4 Transfer agreement planning and progress update

Reason for Exclusion: S7(2)(h) and (i) - Relates to commercial activities and the carrying out of commercial negotiations

4.5 Lunch

4.6 Day One: Readiness Assessment

Reason for Exclusion: S7(2)(h) and (i) - Relates to commercial activities and the carrying out of commercial negotiations

4.7 Stormwater Functions

Reason for Exclusion: S7(2)(h) and (i) - Relates to commercial activities and the carrying out of commercial negotiations

4.8 Final Operational Position Report

Reason for Exclusion: S7(2)(h) and (i) - Relates to commercial activities and the carrying out of commercial negotiations

4.9 Governance Matters

Reason for Exclusion: S7(2)(h) and (i) - Relates to commercial activities and the carrying out of commercial negotiations

5. Other Business

5.1 Any other business

Reason for Exclusion: S7(2)(h) and (i) - Relates to commercial activities and the carrying out of commercial negotiations

5.2 Move out of in committee

6. Close Meeting

6.1 Close the meeting

Next meeting: No date for the next meeting has been set.

The Chair closed the hui with a karakia.

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!	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
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Interests Register

Tiaki Wai



As of: 13 May 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	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
	Opuha Water Limited	Independent Director	21 Sept 2025
	Te Rāhui Herenga Waka Whakatāne Limited	Independent Director	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	Deputy Chair	30 Sept 2025

MINUTES (in Review)

TIAKI WAI - PUBLIC BOARD MEETING



Name:	Tiaki Wai
Date:	Friday, 17 April 2026
Time:	9:00 am to 10:00 am (NZST)
Location:	Tiaki Wai, Room A, Ground Floor, 79 Boulcott Street, Wellington
Board Members:	Will Peet (Chair), Adrian Wimmers, Elena Trout, Jon Lamonte
Attendees:	Dougal List, Michael Brewster, Mike Wakefield, Bryan Patchett, Jen Butler

1. Meeting Administration

1.1 Chair's Welcome

The Chair opened the meeting with a karakia and confirmed the agenda, noting that there were no public in attendance.

1.2 Confirm Minutes

Tiaki Wai - Public Board Meeting 18 Mar 2026, the minutes were confirmed as presented.

1.3 Interest Register

The interest register was noted and no material changes were made.

The Chair reminded the board that Tiaki Wai has an active gift register, for which the Chair has registered an offer of access to holiday accommodation for the Board.

2. Standing items

2.1 Establishment Director's Report and Progress Dashboard

The Establishment Director highlighted that:

- Establishment is on track; however, the critical path requires continued discipline and progress in four key areas: transfer agreements, Water Services Strategy(WSS), customer and billing.
- The extended budget of \$16.5m for the establishment programme was approved by councils yesterday.
- WSS consultation has generated 4.5k website views with 863 responses. The consistent themes are affordability and price.
- Implementation risk has increased due to the interdependency of the critical path.

The Board discussed Day One readiness across the work programme, seeking further assurance on the risk status of key work packages currently noted as risk-rated red/amber, such as customer

and billing. The CE gave assurance that any outstanding material risks to the critical path will be escalated to the Chair and Board if required, including seeking an additional Board meeting.

The Chair, on behalf of the Board, acknowledged the impressive accomplishments in progress and volume of work and expressed their appreciation to the team.

2.2 Chief Executive's Report

The Chair noted the Board's appreciation of the informative and succinct nature of the Chief Executive report which was received.

The CE noted the considerable time he is spending assessing risks, which is a critical piece of work.

The Chair noted that Wellington City Council, Hutt City Council, and Porirua City Council have declined the request of Tiaki Wai to take over the counter payments from Tiaki Wai customers from 1 July.

2.3 LGOIMA Policy

The Board received assurance that the operational policies will be approved by the CE, and that there were no further governance policies other than those already identified in the Schedule of Tiaki Wai Policies for Board adoption and review.



LGOIMA Policy

Resolved that: the Board:

1. **Approved and adopted** the Interim Tiaki Wai Local Government Official Information and Meetings Act 1987 (LGOIMA) Policy to guide the LGOIMA-related activities of the Establishment Team through to 30 June 2026.
2. **Noted** that the existing Wellington Water LGOIMA Policy will become the LGOIMA Policy of Tiaki Wai from 1 July 2026 and guide LGOIMA-related activities following the amalgamation of Wellington Water and Tiaki Wai.

Decision Date: 17 Apr 2026

Outcome: Approved

2.4 Questions from the Public

There was no public in attendance.

2.5 Move into in committee



Move into In Committee

Resolved that: That the public be excluded from the following parts of the proceedings of this meeting, namely: Agenda Items 3 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:

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3.2	Actions from previous in committee meetings	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
4	Post Day One Matters		
4.1	Wellington Water CE update to Tiaki Wai	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
4.2	Pūnaha Tautoko Pūkenga (TSI) sequencing	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
4.3	Critical assets targeted update	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
5	Establishment Phase Matters		
5.1	Customer Model Implementation update	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
5.2	Billing digital options and IQA	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
5.3	Transfer agreement planning and progress update	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
5.4	Legal transfer options	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
5.6	Insurance coverage and risk appetite	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
5.7	Treasury update	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
5.8	Financial position update	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
5.9	Regulatory update	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
6	Other Business		

6.1	Any other business	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
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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: 17 Apr 2026

Outcome: Approved

2.6 Morning Tea

3. Other Business

3.1 Move out of in committee

4. Close Meeting

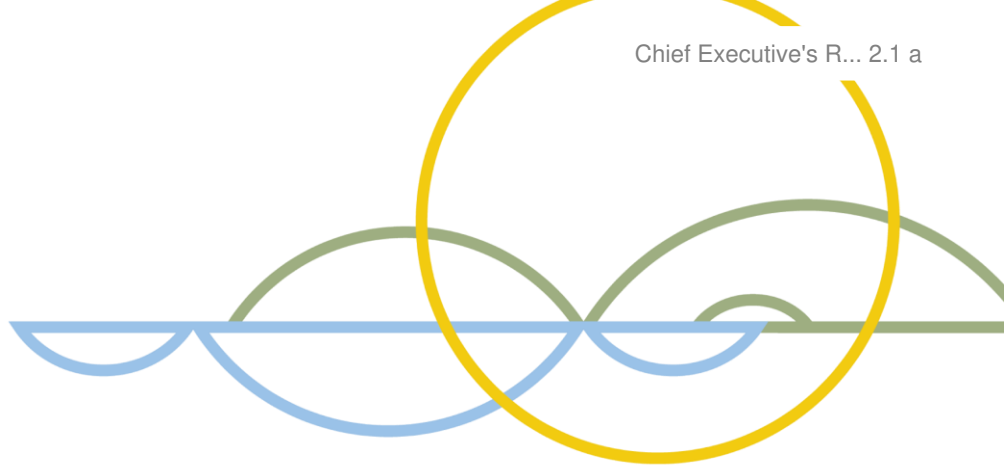
4.1 Close the meeting

Next meeting: Tiaki Wai - Board Meeting - 13 May 2026, 8:30 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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Signature: _____ **Date:** _____



Chief Executive's Report

To	Tiaki Wai Board
From	Michael Brewster, Chief Executive
Date	13.05.2026
Recommendation	It is recommended that the Board note the information provided in this report

Executive Summary

1. This report is the first to provide the Board with a structured update reflecting previously agreed priorities. The report has been developed to provide both a narrative overview of progress and an accompanying appendix that sets out the draft status of each priority on a consistent and transparent basis. The appendix provides a consolidated view of progress against the priorities, including status, movement and key activities for the period.
2. Delivery is occurring across three distinct phases: Establishment Team-led transition, Wellington Water-led preparation for the post Day 1 period, and commencement of post-establishment prioritised activities. Progress this month is weighted toward Establishment Team activity and Wellington Water preparation, with post-establishment commencement initiatives largely remaining in planned sequencing.
3. Since last month, there has been continued progress across core workstreams, with a clearer shift from development into execution. This is most evident in the commencement of strategic frameworks, including the Water Services Strategy, asset management framework development and capital prioritisation, alongside early changes to programme and project delivery processes. Engagement with the Commerce Commission has progressed, and organisational capability continues to strengthen through recruitment and refinement of the initial operating model.
4. Day One delivery confidence is now more explicitly linked to a small number of critical dependencies including the need to reach agreement with councils on asset transfer arrangements and achieving and sustaining customer service and billing goals for Day One and beyond. The customer care workstream represents the primary operational risk for Day One given the lack of float in the program.
5. Overall, Tiaki Wai remains on track to achieve a stable and credible Day One. However, delivery confidence is increasingly dependent on resolving key financial and transition dependencies and no new major hurdles being encountered for workstreams with no float, particularly the customer care workstream.

Current Position and Direction

6. Since last month, the programme has moved from a broadly defined establishment effort to a more structured and increasingly execution-focused position.
 7. Delivery continues to operate across three phases. Wellington Water preparation is now progressing into active development of core strategic frameworks, preparation for the transition of responsibilities from the Establishment Team and initiation of some activities that need to be underway early to deliver on key priorities for Year 1 and beyond.
 8. The interaction between these phases is becoming more visible. As dependencies sharpen, alignment between Wellington Water activity, Establishment delivery, and post-Day One sequencing is emerging as a key factor in overall delivery confidence.
 9. Overall, the programme continues to progress in a controlled manner, with clearer alignment between planning and execution and a more grounded understanding of delivery pathways. However, there are a significant number of interdependencies, both pre and post Day One which will require ongoing close monitoring to achieve a successful first year of operation.
-

Establishment Progress and Constraints

Progress

10. Key areas of advancement since last month include:
 - 10.1. **Strategic and planning frameworks**
Initial work has commenced on the next Water Services Strategy, investment program-end to-end delivery model and capital prioritisation framework, with early drafts and resourcing approaches being developed. The focus is on leveraging best practice models that already exist and considering the need to align practices with the Pūnaha Tautoko Pūkenga programme.
 - 10.2. Engagement with the Commerce Commission has progressed through briefings and consultation responses, moving regulatory interaction into a more substantive phase.
 - 10.3. **Financial and transition readiness**
Progress continues across financial preparation and transition planning, including alignment of Year 1 budget assumptions with the priorities set out in the Appendix, including a range of key uncertainties that will continue to exist post Day One. Discussions with councils on financial arrangements are now more focused and targeted, supported by the processes established through the Commerce Commission.
 - 10.4. **Operational and delivery capability**
Improvements are underway in programme and project delivery processes, including engagement with the alliance delivery partner, consultants and contractors. These activities represent an initial step toward strengthening delivery capability, reducing the cost to deliver outcomes and providing long term value for money.
 - 10.5. **Water Services Strategy 1 progress**
Significant community and council feedback has been received through consultation on the first Water Services Strategy. This feedback is informing the finalisation of the document and providing a clearer understanding of stakeholder expectations.

Constraints and Areas of Unease

11. The key constraints identified in April remain but are now more specific and more concentrated.
 - 11.1. **Working capital and solvency**
This remains the most critical dependency for Day One. The issue has sharpened from a broader capital structure concern to a specific requirement for councils to provide a working capital solution (uncalled capital) that satisfies Director solvency obligations.

While good progress is being made, timing remains tight, and the resolution is dependent on external decision-making.
 - 11.2. **Asset transfer and financial alignment**
Transfer negotiations are progressing; however, some elements are being deferred to post-Day One (e.g. abandoned assets, some stormwater associated land transfers). There remains a risk of misalignment between councils and Tiaki Wai on specific transfer components, which could affect delivery confidence.
 - 11.3. **Billing and customer readiness**
Confidence has improved in the billing workstream however the customer care workstream retains significant risk due to the number of dependencies and lack of float. I intend undertaking a further deep dive into the Day One customer response processes prior to the next Board meeting.
 - 11.4. **Key risks and due diligence**
 - 11.5. The Board paper "Operational Update including Due Diligence Final" recommendations will be further reviewed and responses initiated including any Board requirements arising from the Board meeting. Refer to the Operations Update Board paper for further detail.
 - 11.6. **Public confidence**
It is essential that the public is informed of the commencement of Tiaki Wai, including what it means for customers and the benefits of the new model. There is a visible tension between the need to invest in awareness and limited re-branding activity to support Day One, and perceptions that this expenditure should instead be directed toward infrastructure improvement. As a result, all such expenditure is being closely scrutinised to ensure it is essential and proportionate to Day One requirements.
 - 11.7. **Programme governance and approvals**
Increased scrutiny is emerging in relation to programme approvals processes. Board concerns are being actively addressed, with changes underway to align governance arrangements with expectations.
 - 11.8. **Delivery capability and execution risk**
As workstreams move into execution, there is increasing sensitivity to resource constraints, internal capability, and sequencing.
12. Importantly, several priorities listed in Appendix A remain not started. This is consistent with planned sequencing rather than a delivery failure, but the importance of timely activation is increasing as dependencies become clearer.

Day One Position and Forward Trajectory

Day One Position

13. The objective remains unchanged: to achieve a stable and credible Day One with continuity of service and operational readiness.

14. The position remains achievable. However, confidence is now more explicitly dependent on resolving a small number of critical external dependencies, particularly financial arrangements and associated transfer requirements.

Shaping the Path Forward

15. The focus has shifted further toward enabling execution and ensuring readiness for transition into operations.
16. Priority actions over the next period include:
 - 16.1. Finalising transfer agreements
 - 16.2. Maintaining close oversight of customer-facing readiness, particularly billing and service continuity
 - 16.3. Ensuring that operational performance goals can be sustained beyond Day One
 - 16.4. Providing confidence to WWL staff through regular CE presence and internal communications
 - 16.5. Filling tier two executive vacancies
 - 16.6. Monitoring governance and approvals processes to ensure alignment with Board expectations

Appendix A. Priorities

The table below summarises progress against priorities assigned to the Chief Executive. The priority headings are summary descriptions, with more detailed definitions and scope held within the Chief Executive's work programme.

It should be noted that this is an initial draft, and Board feedback is sought on the form and content.

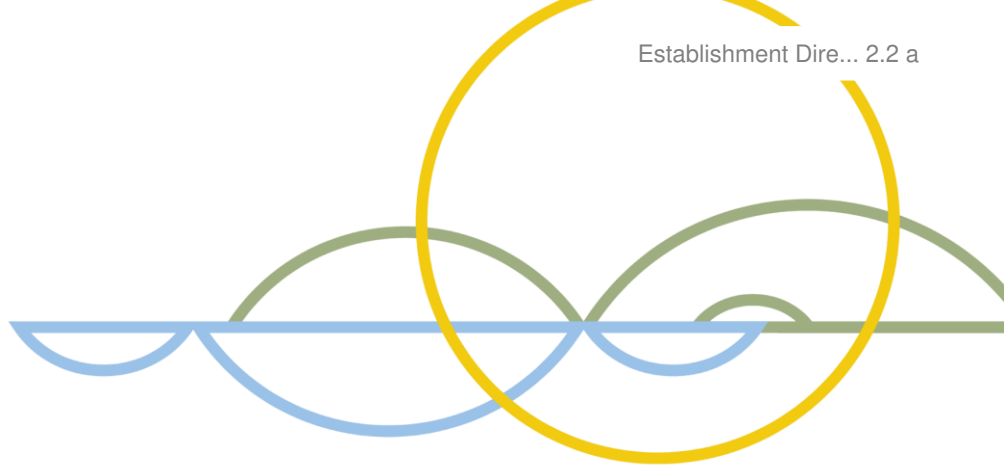
The Current Phase column indicates whether delivery sits with Wellington Water preparation, Establishment Team activity prior to Day One, or post-establishment Tiaki Wai delivery.

Priority	Current Phase	Planned Start	Target Date	RAG Status	Trend	Progress This Month
Customer billing for Day 1 and beyond	Pre Day 1 Establishment	Mar-26	Jul - Aug 26	Red	→	Billing confidence is improving however customer care requires close oversight - refer to Establishment Director's Report
Health and Safety effectiveness	WWL Preparation	Apr-26	Dec-26	Amber	→	WWL Head of Safety briefed for build of new Safety strategy. Review will be initiated on the risk identified from May Operations report "Compliance with HSE regulations"
Tiaki Wai legally established with sufficient capital	Pre Day 1 Establishment	Mar-26	Jul - Aug 26	Amber	↑	Ongoing negotiations with Councils on working capital support
Transfer of assets and novation of debt	Pre Day 1 Establishment	Mar-26	Jul - Aug 26	Amber	↑	Transfer negotiations proceeding, abandoned assets transferred deferred to post day 1 - refer to Establishment Director's Report
Pūnaha Tautoko Pūkenga programme approvals	WWL Preparation	Mar-26	Jun-27	Amber	→	Board concerns are being addressed on the approvals process
Year 1 Budgets	Pre Day 1 Establishment	Mar-26	Jun-27	Amber	↑	Budgets have been included in Water Services Strategy paper
Executive recruitment	Pre Day 1 Establishment	Mar-26	Jul - Aug 26	Green	→	Interviews for Chief Risk Officer and Chief Strategy and Planning Officer set up for May. Head of Treasury interviews completed. Remaining Level 2 roles

Priority	Current Phase	Planned Start	Target Date	RAG Status	Trend	Progress This Month
						moving through process.
Establish Enterprise Change and Performance Office	WWL Preparation	Mar-26	Jul - Aug 26	Green	→	Briefing provided to Transformation Manager
Organisation Design and Operating Model	Pre Day 1 Establishment	Mar-26	Oct-26	Green	→	The operating model continues to be refined
Capital Delivery Model	WWL Preparation	May-26	Oct-26	Green	→	Initiative underway to improve end to end process for program and project delivery processes. Briefing session held with contractors.
Economic regulation	WWL Preparation	Apr-26	Dec-26 / Ongoing	Green	→	Have held briefings with Commerce Commission and responded to consultation requests. Further consultation requests are expected.
Moa Point transition process	WWL Preparation	Apr-26	Dec 26 – Jun 27	Green	→	Regular briefings established with WWL management. Chair and CE meeting with Wellington City Council in May to confirm agreement on financial treatment
Water Services Strategy 2	WWL Preparation	Apr-26	Mar-27	Green	→	Team is being established to commence development and Commerce Commission reviews built into the process
Regional Capital Prioritisation Framework	WWL Preparation	Apr-26	Mar-27	Green	→	A first draft has been prepared for CE review. Further work will be undertaken to refine and test the framework.

Priority	Current Phase	Planned Start	Target Date	RAG Status	Trend	Progress This Month
Customer Charter Development	Pre Day 1 Establishment	Mar-26	Jun-27	Green	→	Awareness campaign to commence in early May and media strategy being developed - refer to Establishment Director's Report
ELT leadership expectations	Pre Day 1 Establishment	Aug-26	Mar-27	Green	→	Draft leadership behaviours developed and accountabilities under development for each level 2 role
Council relationships and mana whenua partnerships	Pre Day 1 Establishment	Mar-26	Ongoing	Green	→	Working closely with Council CEs on establishment matters. Also, meetings held with Mana Whenua to commence establishment of Tiaki Wai relationships
Key stakeholder engagement	Pre Day 1 Establishment	Mar-26	Ongoing	Green	→	Ongoing engagement with wide range of stakeholders.
Wastewater compliance	Post Day 1 Tiaki Wai	Aug-26	Ongoing	Green	→	Initiative established to start preparation of emergency management plans for all major infrastructure risks
Reactive work productivity step change	Pre Day 1 Establishment	May-26	Oct-26	Not started		
100 Day review	Post Day 1 Tiaki Wai	Jul-26	Oct-26	Not started		
Risk management framework and early intervention	WWL Preparation	Jun-26	Dec 26 – Jun 27	Not started		
Regulatory reporting frameworks	WWL Preparation	Apr-26	Dec-26 / Ongoing	Not started		
Moa Point Crown Review response	Post Day 1 Tiaki Wai	Aug-26	Dec 26 – Jun 27	Not due to start		Note: WWL is currently responding
Customer focused and asset led operating model	Post Day 1 Tiaki Wai	Aug-26	Jun-27	Not started		

Priority	Current Phase	Planned Start	Target Date	RAG Status	Trend	Progress This Month
Employee well being and engagement	Post Day 1 Tiaki Wai	Jul-26	Jun-27	Not started		Focused on keeping employees updated on establishment process and providing visibility
Pūnaha Tautoko Pūkenga programme data transition	WWL Preparation	May-26	Jun-27	Not started		
Customer-Focused Culture Shift	Post Day 1 Tiaki Wai	Aug-26	Jun-27	Not started		
Pricing Harmonisation Roadmap	Post Day 1 Tiaki Wai	Aug-26	Mar-27	Not started		
Drinking water compliance	Post Day 1 Tiaki Wai	Aug-26	Ongoing	Not started		



Establishment Director's Report

To	Tiaki Wai Board
From	Dougal List, Establishment Director
Approved	Michael Brewster, Chief Executive
Date	13.05.2026
Recommendation	It is recommended that the Board note the information provided in this report.

Executive Summary

1. With around 35 working days to go, the Tiaki Wai establishment programme remains on track for Day One, 1 July 2026, service and operations launch.
 2. While there has been strong progress across core establishment activities, the risk profile remains high as delivery comes together and interdependencies are exposed and tested.
 3. Delivery confidence is dependent on a small number of critical path items, particularly transfer arrangements, financial arrangements, WSS/pricing, customer, and billing. Key deliverables and their status are identified in the refined programme dashboard, which is an appendix to this report.
 4. There is limited contingency across key workstreams, requiring sustained executive oversight and decision making for transfer agreements to stay on track.
 5. There will remain a period of high intensity of activity through to Day One and into July. This will require close integration and planning between the establishment programme and Wellington Water to ensure key activities up to and beyond Day One are effectively managed.
 6. Big thanks go to the Wellington Water and council teams for working closely with the establishment programme to get ready for Day One and beyond.
-

Notable progress

7. The establishment programme remains on track for the operational go-live of Tiaki Wai on 1 July 2026. Highlights of the past month are outlined below.
 8. **Transfer agreements** – workshopping and review of draft transfer agreements, resolving remaining council specific issues with Net Asset Calculation Manual (NACM) and preparation for council decision making on these. Councils are set to make decisions from 13 to 28 May. The Master Services Agreement, Statements of Work, and the Shared Services Agreement have been developed further by working with councils and Wellington Water.
-

9. **Customer:** Recruitment for the new Tiaki Wai Customer Care team is underway. The 0800 TIAKI WAI number is confirmed, knowledge base development is underway, and detailed requirements for interactive voice response (IVR) have been developed.
10. **Organisational design and people:** transfer letters to Wellington Water staff have been sent confirming transition; the transfer process from Councils has confirmed all in scope roles and progressed towards the offer of employment stage. Five Tier 2 roles are in the market for recruitment with good progress.
11. **Billing:** Council interim billing system configuration is completed, and testing has commenced. Tiaki Wai has third-party assurance over the testing process via TTC Global. Council recruitment of additional customer service staff is largely completed, with many of the key roles filled. The content on the interim Tiaki Wai website has been launched, including payment channel information and direct debit forms.

12. Communications and engagement

- 12.1 **WSS public engagement** – the month-long feedback period ended on 24 April 2026. The level of engagement, with over 12,000 visits to the engagement website and 1150 people responding, is credible when compared to feedback numbers for Council consultations.
- 12.2 Many Council elected members took an active role in informing their communities, including at meetings (on annual plans and other topics) and on social media.
- 12.3 **Media and social media update** - news media coverage in April focused on costs, including the Commerce Commission's involvement in discussions on the projected costs in the Water Services Strategy. The projected costs continued to be a topic on social media.
- 12.4 **Tiaki Wai communications** – There were a lot of questions relating to the Water Services Strategy consultation coming directly to Tiaki Wai, and it continues to be time-consuming to respond, especially when people are seeking detailed information about their specific circumstances. There are a number of common themes, captured in the Frequently Asked Questions on the Tiaki Wai website, and information on these themes will be proactively pushed out in the coming month, including through direct communications to key stakeholder groups for commercial and residential customers.
- 12.5 Ratepayers across all four cities are receiving a Tiaki Wai information brochure or email with their latest rates bills. This is supported by detailed information on the new billing page on the Tiaki Wai website. The brochure provides information about Tiaki Wai, the change in how water services are paid for, and what property owners will need to do to pay their water services bill. Depending on how customers receive their rates notices, these will continue to land in letterboxes and inboxes until mid-May.
- 12.6 The first stage of the public information campaign has begun, featuring Tiaki Wai messaging on bus backs, radio, and social media. The budget for media placement is \$420,000. This stage focuses on building awareness. The messaging is intentionally simple and consistent, reinforcing that:
 - 12.6.1 Tiaki Wai is your new water services provider from 1 July
 - 12.6.2 More information is available at tiakiwai.co.nz
- 12.7 The campaign will move to more detailed information in June.

- 12.8 **Identity:** Planning is underway for the new Tiaki Wai identity to be rolled out across a range of high-visibility customer-facing items, from depot signage and calling cards through to protective personal equipment (PPE) and work vehicles.
- 12.9 There is a need to carefully balance the need to invest in awareness and limited re-branding activity to support Day 1, and perceptions that this expenditure should instead be directed toward infrastructure improvement. As a result, all such expenditure is being closely scrutinised to ensure it is essential and proportionate to Day 1 requirements. The budget for this rollout, focusing on highest priority items is \$327k.



- 12.10 The new branding will appear progressively, with essential items rolling out first.

Key challenges

Critical Path

13. While there has been strong progress across core establishment activities, the risk profile remains high as delivery comes together and interdependencies are exposed and tested. This is particularly the case for customer, billing and decision making on transfer agreements.
14. Delivery confidence is dependent on a small number of critical path items, particularly transfer arrangements, financial arrangements, WSS/pricing, customer, and billing. These will remain a key focus up to and beyond Day One.
15. There is limited contingency across key workstreams, requiring sustained executive oversight and decision making for transfer agreements to stay on track. This includes working closely with councils and WWL through a range of forums.
16. Transfer agreements are progressing; however, due to timeframes, quality of information and differing positions across councils, some elements will need to be resolved post-Day One. This includes details of abandoned assets and some stormwater related land.
17. The May/June critical path is heavily reliant on interdependent decision-making between councils and Tiaki Wai, particularly decisions in relation to working capital and financial arrangements.
18. With an increasingly tighter timeline to Day One, tradeoffs need to be made between quality and necessity. This will place pressure on issues that may need to be more fully resolved post Day One.

19. In addition, governance and regulatory engagement is moving into a more detailed and testing phase, requiring continued focus to ensure alignment with expectations.
20. There will continue to be a period of high intensity of activity through to Day One and into July. This will require close integration and planning between the establishment programme and Wellington Water to ensure key activities up to and beyond Day One are effectively managed. As part of this, detailed planning is underway for the integration of the establishment programme into Tiaki Wai.

Customer and billing

21. Customer and billing remain red due to a combination of complex delivery risks across multiple organisations that materially threaten the ability to meet fixed deadlines. Both are on track but have minimal timeline or scope contingency.
22. Customer has made good progress over the past month, and as a result, the level of risk has reduced slightly.
23. Billing has also made good progress, but continues to be a high-risk activity. In particular, testing timeframes are tight, with minimal tolerance for delays or significant issues. The timeline for final pricing approval by the Tiaki Wai Board, and subsequent confirmation, validation, and implementation through councils, also has very limited contingency.

Budget

24. Actual spend to end April FY25/26 will be confirmed once all costs are received and is estimated at \$10m, with a verbal update to be provided at the Board meeting. This is in line with forecast expenditure.
25. In March, the Establishment Steering Group (ESG) approved an increase to the 'Approved Budget' for the establishment of Tiaki Wai for 2025/26 from \$15m to \$16.5m. This is significantly less than was forecast (\$18.1m) in November 2025.
26. ESG also endorsed the approach to wind down the establishment programme and integrate this into Tiaki Wai. This included endorsement of an approach to the variation of contracts and transfer from Porirua City to Tiaki Wai. The costs of transition and wind down of the establishment programme into Tiaki Wai are currently forecast at up to \$4.4m for 2026/27. This forecast is being refined and is budgeted for as part of the draft WSS.
27. As context to these variations and the reasons for the need to increase the FY25/26 budget from \$15m to \$16.5m:
 - 27.1 The \$15m budget was based on a high-level estimate developed around April / May 2025. This was for budgeting purposes and was developed prior to the completion of the WSDP or establishment plan.
 - 27.2 In November 2025, the forecast spend presented to ESG was \$18.1m. This was informed by high level programme forecast, completion of the WSDP and draft establishment plan. Given the high level of uncertainty at this point, this forecast included allowance for both contingency and 'surge capacity for Q4'.
 - 27.3 The latest \$16.5m forecast and budget request, as approved in March 2026, was based on actual costs to March 2026 and forecast costs to the end of the financial year. There is now much greater certainty of budget and resource requirements.
28. Key changes between the original \$15m high-level estimate and the current forecast are driven by:
 - 28.1 increased confidence in scope and resourcing requirements
 - 28.2 significant increased effort across a wide range of consultants and contractors

- 28.3 a range of changes in scope as we have progressed through establishment
 - 28.4 increased legal support for a range of matters, including the complexity of agreeing transfer agreements
 - 28.5 increased effort and direct costs incurred by Wellington Water
-

Health, safety and well-being

- 29. There are no establishment programme health and safety issues to note.
 - 30. Staff have continued to work hard and show strong commitment to delivery, quality and how we work with our partners and shareholders.
 - 31. The programme pace, complexity and challenges are placing some pressures on the Establishment Team as well as those working in Councils and Wellington Water, and this needs to be carefully managed.
-

Issues and risks

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

Appendices and attachments

Programme dashboard report.

TIAKI WAI

Care in every drop | He wai whakauka

Establishment Programme: Monthly Progress & Readiness Report

As at 30 April 2026

Version 2 – minor revisions applied prior to submission to the Board



Executive Summary

Overall Position

- The Programme remains on track for Day One, with strong progress across core establishment activities.
- Risk profile remains stable as delivery comes together and interdependencies are exposed and tested.
- Delivery confidence is dependent on a small number of critical path items, particularly transfer arrangements, financial arrangements, WSS/pricing, customer, and billing.
- There is limited contingency across key workstreams, requiring sustained executive oversight and key decision making for transfer agreements to stay on track.

Key Risks and Exposure

Customer & Billing remain RED

- Complex multi-agency delivery, requiring councils, WWL, and vendors to operate as a single end-to-end service across differing systems and processes.
- Constrained specialist resourcing, limiting capacity to complete critical activities and respond to emerging issues.
- No delivery buffer, with fixed timelines and no contingency across critical path activities.

Financial uncertainty in WSS

- Uncertain capital programme and starting financial position, with forecasts and underlying data not fully reliable.
- Pricing confidence constrained, with potential reprioritisation of the capital programme required.
- Covenant pathway exposure, with impacts on debt position and financial sustainability.

Programme-wide exposure

- Dependency on councils and WWL capacity, with constrained ability to absorb workload and competing priorities.
- Transfer documentation alignment risk, requiring multi-party agreement under tight timeframes.
- Interdependent delivery model, where delays in one workstream impact the broader programme.

Critical Path to Day One

- Transfer agreements and financing arrangements
- Water Services Strategy and pricing (financial settings and capital programme confidence)
- Customer service model and operational readiness
- Billing capability (testing, pricing, payment channels)

Position:

- Good progress across all delivery areas
- Highly interdependent and time-constrained
- Limited contingency – any slippage impacts Day One

Transition to 30 September

- Transition planning is underway, focused on maintaining service continuity while integrating responsibilities from the establishment team into Tiaki Wai. Current activities focus on raising visibility of change impact and capability gaps with WWL..

Key Risks

- **Retention of critical establishment capability:** Ongoing delivery relies on key establishment staff remaining in place beyond 30 June to complete critical activities and support stabilisation. Loss of capability may create gaps in delivery, knowledge, and continuity.
- **Handover of “in-train” work:** A large volume of work will transfer mid-delivery. Without clearly defined handover standards, ownership, and receiving capability, there is a risk of loss of momentum, rework, or gaps in accountability across customer, billing, and operational functions.
- **WWL capacity to absorb delivery:** WWL must take on new responsibilities while managing existing operations and change activity. Capacity constraints and competing priorities may limit their ability to absorb work effectively, impacting service continuity and early operational stability.

Financials

- In March, the ESG agreed an increase to the 'approved budget' from \$15m to \$16.5m. This was based on March actuals and forecast to end of the financial year.
- Actual spend to end April FY25/26 will be confirmed once all costs are received and is estimated at \$10m (= 60% budget). This is in line with forecast expenditure.



Work Package: Setting up the new entity

A ↑ On track for Day One, carrying some risk and challenges.

Highlights from the last period

- Template Transfer Agreements and Transfer Principles completed.
- Transfer Schedules workshopped with all councils and WWL.
- Resolved remaining council specific issues with Net Asset Calculation Manual (NACM) (pending resolution to WCC / PCC JV debt issue).
- Insurance presentations completed in London.
- LGFA term sheet largely resolved.
- SWDC share buy-back discussions have advanced.

Focus for next period

- Agree LGFA term sheet, including covenant glide-path.
- Resolve financial support option with Councils, and all associated terms.
- Progress assurance process of transfer agreements.
- Council and Board decision making on transfer agreements.
- Finalise insurance market response assessment and coverage level discussions.

Key interdependencies and challenges

- Completeness of transfer schedules, with workarounds required.
- Aligning decision making across Councils on transfer agreements, and related processes (i.e. abandoned assets).
- Agreeing terms for council financial support.
- Agreeing appropriate glide-path terms with LGFA.

Key upcoming decisions (ESG/Board/Council)

Board meeting: Draft transfer agreements, Insurance coverage	13 May
Council decisions on transfer agreements & Delegations to CEs	13-28 May
Final Board sign-off transfer agreements	11 June

Must do by 30 June	RAG	Due date	Risk
Privacy, Significance and Engagement, and Board policies adopted (AB)	Green	11 June	Green
LGFA terms sheet and membership approved (DH)	Yellow	8 June	Yellow
Insurance in place (DH)	Green	15 June	Green
Working capital facilities in place (DH)	Green	31 May	Green
Debt transfer arrangements in place for execution (DH)	Green	30 June	Green
Resourcing and processes in place for new functions for Day 1 (e.g. Treasury) (DH)	Green	30 June	Green
Appropriate council financial support of Tiaki Wai / Director assurance in place (DH)	Yellow	11 June	Yellow
Transfer agreement approvals by councils and Tiaki Wai (MW)	Green	11 June	Yellow
WWL share transfer / amalgamation into Tiaki Wai (MW)	Green	30 June	Yellow
Transitional SLAs and other agreements (MW)	Green	30 June	Yellow

In train by 30 June	RAG	Due date	Risk
Due diligence on debt transfer (DH)	Green	Q1	Green
Ongoing reporting requirements (DH)	Green	Q1	Green
Audit arrangements for FY25/26 in progress (DH)	Green	Q1	Green
Ongoing resourcing in place for new functions beyond Day One (DH, WWL)	Green	Q2	Green
Privacy Act information sharing process requirements documented (AB, WWL)	Yellow	Q1	Yellow

Key risks

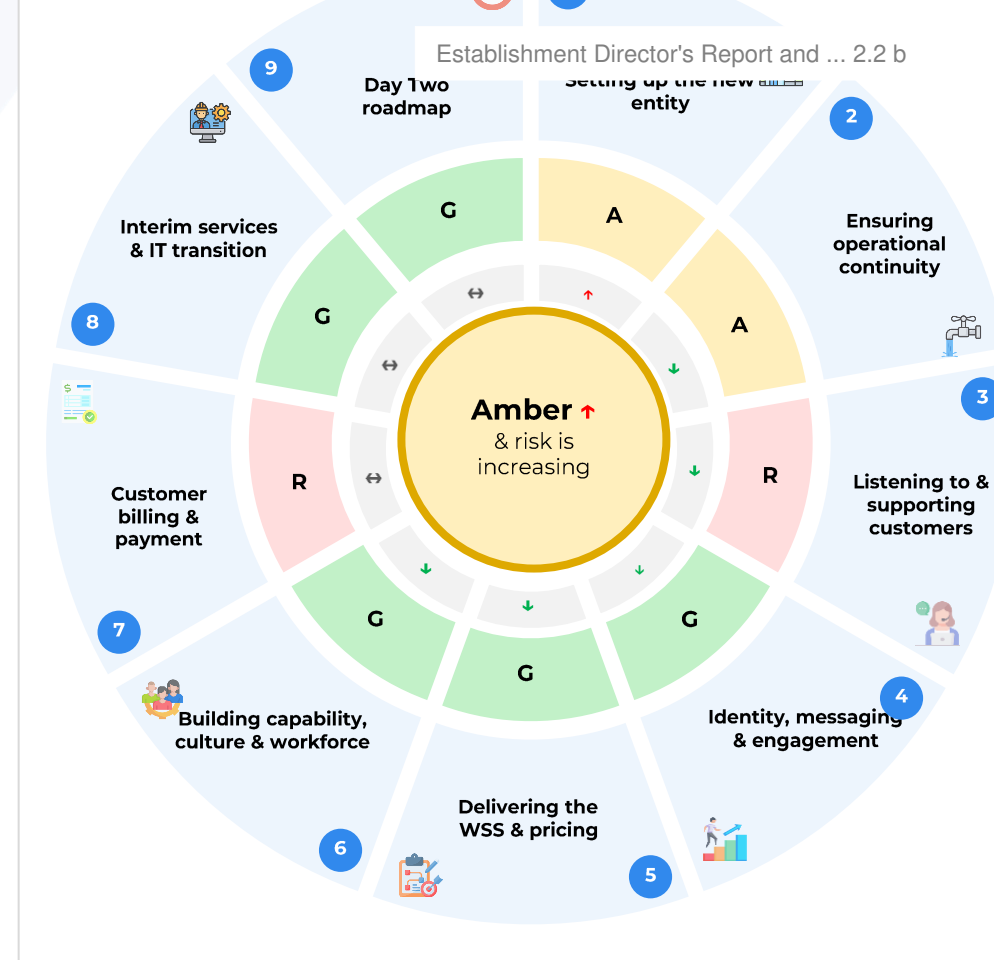
<p>There is a risk that legal transfer activities — including the transfer of assets, contracts, and service-level agreements (SLAs) from councils to the new entity — are not approved by 30 June. This is a critical path activity.</p> <p>Population of transfer agreements has been complex due to inconsistent and incomplete data across councils and WWL and areas of disagreements. If transfer is not approved, Tiaki Wai cannot assume full responsibility at Day One.</p>	<p>Active oversight and support throughout decision making with escalations as required. Where matters remain unresolved need to include processes for resolution post Day One that do not affect transfer of responsibility.</p>	<p>HIGH</p>
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Programme Status

Status: Programme Management			
Lens	RAG	Risk	Comments
Scope	A	↔	• Risk profile stable as Day One gets closer and realities are tested.
Time	A	↑	
Cost	G	↓	• Overall assessment is driven by issues within the customer work package, billing and transfer documentation / decision making.
Quality	A	↑	
Resourcing	G	↓	• Active mitigation strategies underway, driven by the Establishment Director and CEO to ensure there is continued confidence in Day One achievability.
Stakeholder	G	↔	
Risk	R	↑	
Overall	A	↑	

Legend: RAG and Risk status	
<p>RAG status:</p> <ul style="list-style-type: none"> ● Green: On track, going to plan ● Amber: Varying from plan, being managed ● Red: Off track, more support needed 	<p>Risk status – must do by 30 June:</p> <ul style="list-style-type: none"> ● Green: Low risk and/or well mitigated ● Amber: Medium risk, being managed ● Red: High or severe risk, intervention needed
<p>Risk trend:</p> <ul style="list-style-type: none"> ↑ increasing ↔ stable ↓ decreasing 	<p>Risk status – in train by 30 June:</p> <ul style="list-style-type: none"> ● Green: Low risk and/or well mitigated ● Amber: Medium risk, may not be started before 30 June ● Red: High or severe risk, likely to become Day Two activity

Activities that are causing concern:





Work Package: Ensuring operational continuity

A → On track for Day One, carrying some issues and challenges, particularly around transfer of stormwater assets and services.

Highlights from the last period	
<ul style="list-style-type: none"> Operational due diligence report feedback received from WWL. Ready for sharing with the Board in May. Master Services Agreement and Statements of Work, and the Shared Services Agreement further developed. Day One Readiness Plan progressing well. Contractors Breakfast held. 	
Focus for next period	
<ul style="list-style-type: none"> May Board report summarising Operations Due Diligence, stormwater arrangements and position of other operational matters. Further progress with Master Services Agreements, Statements of Work and Shared Services Agreement alongside Councils and WWL. Growth Planning Integration work continues, SoW drafted 	
Key interdependencies and challenges	
<ul style="list-style-type: none"> The successful integration of council operations services and functions across to Tiaki Wai. Resolving approach to stormwater (including SoW) is complicated. Volume of work across all parties, and availability of key resources. 	
Key upcoming decisions (ESG/Board/Council)	
Update on position of operational matters ahead of Day One (Board)	13 May
Stormwater risk and asset transfer (Board)	13 May

Must do by 30 June	RAG	Due date	Risk
Operational Due Diligence completed (OD)	Green	8 May	Green
Risk and Compliance advice to CE (RL)	Green	8 May	Green
Emergency Management advice to CE (RL)	Green	8 May	Green
Business Continuity Planning advice to CE (RL)	Green	8 May	Green
Interim Stormwater SoWs (1 per council) (OD)	Yellow	30 June	Yellow
SoW – Hutt City IAF project (RL)	Green	30 June	Yellow
Electricity commercial arrangements secure (RL)	Green	30 June	Yellow
Sub-CE Delegations Manual (BP)	Green	30 June	Green
Support Councils and WWL through transfer negotiations (OD)	Green	30 May	Yellow
Tradewaste merger of HCC into WWL	Green	1 July	Yellow

In train by 30 June	RAG	Due date	Risk
Bylaws Transfer (AK)	Yellow	Q2	Yellow
Input to Business Planning (AK)	Green	Q1	Green

Key risks		
Transfer of Stormwater functions, services and assets has been complex due to inconsistent and incomplete data across councils and WWL.	Continue to work closely with Councils and WWL to arrange an interim Stormwater SoW and reflect position and risks in transfer agreements.	MEDIUM



On track for Day One, carrying high risk.

Highlights from the last period

- Completion of all high-level business requirements across Customer.
- Customer Commercial sprint completed and recommendations provided to the Establishment Director.
- Sprint 2 underway for Customer Contact Model.
- Recruitment for new Tiaki Wai Customer Care team is underway. Resolutions roles will go live in May.
- IVR flows and detailed requirements are in train.
- Knowledge base products list underway, due to be finalised in May.
- Councils received draft customer statement of work for feedback.

Focus for next period

- Consolidation of council feedback and second draft for customer SoW.
- High-Value Customer Strategy to be completed.
- Customer Commercial Day One validated with councils.
- Customer working group with councils continues to support work package.
- Knowledgebase products list finalised, with draft articles ready for review (iterative).
- Recruitment and set up of Customer Care team continues.

Key interdependencies and challenges

- Ensuring a clear pathway and scope for Commercial customers that's achievable for Day One.
- Having sufficient resource capacity to meet volume of competing priorities for Day One.
- Ensuring strong working relationships continue with councils through changes in resourcing.
- Interdependency: IT lead for implementation and delivery of critical Day One outputs.

Must do by 30 June	RAG	Due date	Risk
IVR options, call transfer to councils understood, pathways documented (RC)	Green	15 May	Green
0800-TIAKI WAI number confirmed (RC) - <i>complete</i>	Yellow	24 April	Yellow
Customer SoW in place for Day One (PB, AP)	Yellow	30 June	Yellow
Customer care and resolutions team in place in WWL for Day One (GN, PB)	Yellow	15 June	Red
Project staff training support for councils/WWL for D1 customer, staff trained for D1 (MD)	Green	15 June	Yellow
New Customer Triage model & process defined & in place (GN)	Green	30 May	Yellow
Implement Day One systems/ processes/ tools/ for customer care team to triage (BA, PA)	Yellow	30 May	Yellow
Agreed Knowledge Base (KB) products (Councils/ WWL) delivered (MD)	Green	Iterative from mid May	Yellow
Templates / Standard responses high volume query items (MD)	Green	May/June	Yellow
Digital: Website live established channels inc. webforms, email pathways (JR, CS, RC)	Yellow	03 June	Yellow
Commercial customers transition strategy (high value customers) (DG)	Yellow	May	Yellow
After hours support contract for afterhours support, Tiaki Wai IB calling (AP, PB)	Green	May	Green
Hardship/ Debtors policies – operational skeleton for Day One (TBC MD)	Green	May	Yellow
Day One Readiness Check (PB – ET prog)	Green	May	Green
IVR testing and go-live (RC)	Green	01 June	Yellow
Customer Service Design for Residential and Commercial Day One completed (DG)	Yellow	May	Yellow
High-value and Commercial customer strategies (DG)	Green	15 May	Yellow

Key upcoming decisions (ESG/Board/Council)

CE approval for after-hours procurement - <i>complete</i>	01 May
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Work Package: Listening to & supporting customers (continued)



In train by 30 June	RAG	Due date	Risk
Hypercare (immediate 2-4 weeks and post interim period) (GN)	Yellow	30 July	Yellow
Knowledge base iterative build and updates, tech writing and non-Day One (MD)	Green	Q1	Yellow
Customer Care team capability build on-going (CF)	Green	Q2	Yellow
Escalation pathways for councils (GN, AP)	Green	Q1	Red
Customer Service Design, Day Two model (CF)	Yellow	Q1	Red
Compliance, monitoring and reporting (CF)	Yellow	Q1	Red
Ensure SLA/SoWs formalised and set review process (CF)	Green	Q1	Green
Capture/ report common issues and insights to inform future design (CF)	Green	Q1	Yellow
Plans for commercial customers (contracts, relationship man, billing, comm etc) (CF)	Green	Q1	Yellow
WWL setting up Customer functions and teams (CF)	Green	Q1	Yellow
Ongoing review of operational policies – hardship/ debt management (CF)	Green	Q4	Green

Key risks

Critical resource gaps	Recruitment and workarounds underway. Additional resources secured, key roles remain under pressure and current capacity insufficient to absorb further slippage.	HIGH
Insufficient requirements documentation	Timeframes to detail resource plan, programme and project plans, requirements, scope documentation and project controls. Baseline documentation now in place or underway.	HIGH
No contingency in schedule	Keeping tight controls on scope for Day One delivery with no further variations, given programme is operating within highly constrained timeline with no contingency. Any delay directly impacts critical path, leaving no buffer to recover from issues.	HIGH
Full Day One readiness not in place	Establishing new Tiaki Wai Customer Care team and additional capacity in councils, leveraging the use of manual workarounds in interim period while capability developed. Maintain focus on minimum viable product critical deliverables.	HIGH
Multi-agency complexity	Project continues to be slowed by complexity of working across multiple councils and Wellington Water, with differing priorities, decision-making processes, and operating models continues to present challenges and delays.	HIGH
Fragmented and siloed ways of working	New ways of working are being progressed, with Customer Sponsor Group meeting weekly as a rapid escalation and decision point. Co-design approach being adopted to completed some key project deliverables. Pivot to print delivery bringing cross functional team together to deliver in a more rapid and collaborative way.	MEDIUM



Identity Roll Out



On track with low risk overall.

Highlights from the last period

- Identity roll out update provided to Chief Executive and Board.
- Chief Executive approved project approach, asset priorities and budget.
- Asset conversion completed for a number of key assets, e.g. road cones.
- Cost savings found through robust negotiations for procurement.
- Good progress continues with proactive support from WWL team.

Focus for next period

- Continue Identity project roll out activities, as per Tiaki Wai Board and Chief Executive direction for priority assets, to meet 30 June go-live.

Key interdependencies and challenges

- We are working to ensure there is alignment across Councils, WWL and Tiaki Wai regarding communications roll out.
- WWL team facing competing priorities and resourcing constraints, which may increase risk of delay.
- Project operation under financial constraints.

Key upcoming decisions (ESG/Board/Council)

n/a

Must do by 30 June	RAG	Due date	Risk
Phase 2: Priority A and Priority B within the total budget (DG)	Green	01 July	Yellow
Handover document for the Identity Manager (LDG)	Green	30 June	Green
Day One Identity readiness (DG)	Green	30 June	Green
Alignment of identity and comms for consistency of style and tone (DG)	Green	30 June	Green

In train by 30 June	RAG	Due date	Risk
Handover to Tiaki Wai for initiation of remaining C, D & E assets (DG)	Green	01 July	Green
Brand guidelines and Tiaki Wai culture around use of guidelines (AS)	Green	01 July	Yellow

Key risks

Brand fragmentation risk, due to partial completion of roll out to assets for Day One.	Accept and prioritise highly visible, highly public, highly reputational, and safety-related assets.	HIGH
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Communications, Partnerships & Engagement



On track overall.

Highlights from the last period

- Public engagement on WSS, Customer Charter and Significance and Engagement policy completed.
- Good engagement with 1100 people participating in the survey and making comments, and over 50 email submissions.
- Billing leaflet distributed with Upper Hutt Q4 rates bills.
- Public information campaign collateral (bus backs, radio and video) finalised and ready to roll out.

Focus for next period

- Communicating directly with community and commercial stakeholder groups to clarify information (email and meetings where appropriate).
- Work with Wellington Water on internal and external communications strategies including media positioning.
- Continuing to roll out public information campaign and billing information.

Key interdependencies and challenges

- Media and external comms dependent on status of ongoing discussions with councils.
- Ongoing work to ensure alignment across councils and WWL

Key upcoming decisions (ESG/Board/Council)

n/a

Must do by 30 June	RAG	Due date	Risk
Tiaki Wai website updated and live (JR, RC)	Green	30 June	Green
Public information campaign completed	Green	30 June	Yellow
Tiaki Wai interim website decommissioned (JR, RC)	Green	07 July	Green
Customer Charter published (JR)	Green	30 June	Green
Customer research priority 2 update, measure where further work needed (JR, PB)	Yellow	30 June	Yellow
Increased customer awareness of how to contact Tiaki Wai & how to pay achieved for Day One (JR)	Yellow	1 July	Green
2026/27 communications strategy (VMcF, JR)	Green	30 June	Green

In train by 30 June	RAG	Due date	Risk
Plan for priority 2 website update (videos, lower-traffic pages) (WWL)	Yellow	Q2	Yellow
Public info campaign, leaflet with first Tiaki Wai bill, Q1 messaging (tbd)	Yellow	Q1	Yellow

Key risks

Wider sensitivities impact on delivery of public information campaign and identity roll out.	Targeted and focused approach to public information and identity rollout to ensure value for money and impact.	MEDIUM
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Work Package: Delivering the WSS & pricing



G ↓ On track for Day One.

Highlights from the last period

- Consultation/engagement continued, including online public hui, ended on 24 April.
- Planning underway for the second (i.e. Year 2+) WSS with WWL.
- Revised high-level financial strategy settings agreed by Board.
- Operating expenditure review completed.
- Progressed budget and forecast revision for final WSS

Focus for next period

- Agree financial strategy settings with Board (DH)
- Confirm updates following public and Partner Committee engagement, and finalise strategy ready for adoption in June (AB)
- Work with WWL to confirm FY26/27 capital programme for delivery
- Continue planning for the second WSS and handover of planning IP and models. (Finance and Strategy teams)
- Commence WSS2 pricing / harmonisation work (WWL)

Key interdependencies and challenges

- Confidence in capital investment programme remains low due to poor information and systems within WWL. FY25/26 forecasts uncertain at an activity level, impacting confidence in accurately reflecting starting debt position. This is an ongoing work in progress but reflects systemic issues within WWL which need to be addressed post Day 1.
- Opening financial position will influence pricing and covenant pathways.

Must do by 30 June	RAG	Due date	Risk
Financial strategy settings agreed by Board (DH)	Green	13 May	Green
Responses to public engagement and Partner Committee feedback agreed by Board (AK, AB)	Green	13 May	Green
Report back to public on feedback (JR)	Green	13 May	Green
Final WSS-1 + supporting policies adopted (S&P, Finance, Comms teams)	Green	11 June	Green
FY26/27 pricing schedule and prices confirmed and comms to customers (DH, AM)	Yellow	11 June	Red
WSS designed and published (JR)	Green	11 June	Green
FY26/27 budgets loaded into WWL financial system for delivery from Day One (SB)	Green	30 June	Green

In train by 30 June	RAG	Due date	Risk
Ensuring WWL are ready to deliver the WSS investment programmes (LF, DH)	Yellow	31 July	Yellow
Supporting WWL with WSS-2 including handover engagement feedback + tool, handover of Mafic model (S&P, Finance + Comms teams)	Green	Q1	Green
Finalise FY25/26 forecast capex and FY26/27 capex programme (LF, AB)	Yellow	31 July	Yellow
Investment prioritisation and programme development support for WSS-2 (LF)	Green	Ongoing	Green

Key risks

FY25/26 capital programme forecasts are inaccurate and unverified impacting confidence in accurately reflecting starting debt position.	Continue to work with WWL on confirming the capital programme. Chief Executive is aware of the issues with obtaining project forecast certainty.	HIGH
FY26/27 capital programme cost estimates and phasing are not accurate and require reprioritisation of the FY26/27 capital programme causing delays to programme delivery.	Continue to work with WWL on confirming the capital programme. Chief Executive is aware of the issues with accurately forecasting cost.	HIGH

Key upcoming decisions (ESG/Board/Council)

Financial position, Capex/Opex, Financial support, changes post engagement	13 May
Final Board decision on WSS	11 June
Board sign-off on Financial support	11 June
WSS release	30 June



Generally on track.

Highlights from the last period

- 5x Tier 2 roles recruitment continued, including Head of Treasury role.
- Development of Culture Foundations and Performance Management refresh.
- Employee Transition Guidelines released to staff – site visits and drop in sessions conducted.
- Letter sent out to all WWL staff from Tiaki Wai CE confirming their transition.
- People transfer process from Councils confirmed all in scope roles and progressed towards offer of employment stage.

Focus for next period

- People transfer process from Council nearing completion.
- Payroll preparations for transition to Tiaki Wai nearing completion and SoW completed.
- Recruitment of Tier 2 roles is nearing completion to appointment stage.
- Recruitment plan for critical roles and rollout of plan begins.
- Capability uplift work from HeatMap and Day One readiness developed into a plan.

Key interdependencies and challenges

- As we work towards 1 July, recruitment activity remains high and needs to be carefully managed between Tiaki Wai and WWL.
- There is a need for increased involvement from the WWL People and Capability Team. This will present capacity challenges which will be worked through with WWL.

Key upcoming decisions (ESG/Board/Council)

n/a

Must do by 30 June	RAG	Due date	Risk
Council staff transfers to Tiaki Wai (KG)	Green	30 June	Yellow
Transition of WWL staff to Tiaki Wai (JW)	Green	30 June	Green
Payroll SoW and payroll transition to Tiaki Wai (JW)	Yellow	Mid May	Yellow
Culture Foundations workshops (JW)	Yellow	May	Green
People policies, low level socialisation of two policies (JW)	Green	30 June	Green
Recruitment of Tier 2 roles to appointment stage (KG)	Green	30 June	Green
Capability gap analysis initial workplan (post-Martin Jenkins JW)	Yellow	30 June	Green
Org design work continuation (JW, KG)	Green	30 June	Green
Day One activities plan (JW, JB)	Green	Mid June	Green
Collective bargaining approach and timeline (JW, WWL)	Yellow	30 June	Yellow

In train by 30 June	RAG	Due date	Risk
Induction into Tiaki Wai and onboarding (JW, WWL)	Yellow	Q1	Green
Day One activities (JW, JB)	Green	31 July	Green
Position management and changes for payroll system (JW, WWL)	Green	Q1	Green
Embedding common purpose and interim values statements in Tiaki Wai (JW, WWL)	Green	Q1	Green
Performance management refresh (JW)	Yellow	Q1	Green
Policies transferred to Tiaki Wai template and branding (JW, WWL)	Green	31 July	Green
Progressing offers of employment for Tier 2 roles (KG)	Green	31 July	Green
Capacity and capability uplift plan for implementation (JW, WWL)	Green	Q1	Green
Org design work continuation (JW, KG)	Green	Q2	Green
Collective bargaining preparation (JW, WWL)	Yellow	Q2	Yellow

Key risks

Collective bargaining – approaching final expiry of current collective agreement (end November 2026).	Escalated to Chief Executive and acting Chief of Corporate Services.	MEDIUM
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Work Package: Customer billing & payment



Governance through the Billing Sponsors Group (BSG) is now shifting more explicitly to delivery assurance, risk management, and maintaining momentum toward billing issuance. A recent check-in with BSG indicated that all councils currently assess their status as Amber, trending Green, with core capabilities largely in place.

Highlights from the last period

- First round of review and feedback on the Billing & Collections Statement of Work – on track for finalisation end of May.
- Council interim billing system configuration completed and testing commenced. Tiaki Wai has third party assurance over the testing process via TTC.
- Council recruitment largely completed with many of the key roles filled.
- Launch of content on the interim Tiaki Wai website including payment channel information and direct debit forms.

Focus for next period

- Councils are leading end-to-end testing across systems, people and processes, with support and assurance from TTC.
- Agree the go-live decision-making framework with BSG, to be incorporated into the second IQA review, and commence the review.
- Complete recruitment and onboarding of council staff supporting interim billing delivery.
- Finalise the Billing & Collections Statement of Work.
- Progress and implement approach for high-value and key customers
- Bring payment channels into operation, including ANZ and NZ Post, and complete the majority of the HCC Payble implementation.

Key interdependencies and challenges

- Testing timeframes are tight, with minimal tolerance for delays or significant issues. The timeline for final pricing approval by the Tiaki Wai Board, and subsequent confirmation, validation, and implementation through councils, also provides very limited contingency.

Key upcoming decisions (ESG/Board/Council)

Status update – Risk position, commercial customer strategy, direct debit approach and cashflow implications	12 May
Board agree provision revenue requirements	13 May
Status update – IQA (2) and final Go-Live readiness	03 June

Must do by 30 June	RAG	Due date	Risk
Billing and collection Statement of Work (SC, MW)	Green	29 May	Yellow
Pricing FY26/27 confirmed and tested (SC, AM)	Yellow	Mid-June	Red
Billing solution implemented and tested x4 (SC)	Yellow	29 May	Red
Payment channels tested and activated – ANZ and NZ Post (SC)	Green	29 May	Red
Direct debits live – forms, loading, processing (SC)	Green	30 April	Yellow
Customer contact channels in place – 0800, email, webform (DG)	Green	Mid-June	Red
Escalation pathways confirmed (SC)	Yellow	Mid-June	Yellow
Tiaki Wai operations in place – finance, customer, etc	Green	Mid-June	Yellow
Customer model by segment – high value res/comm, non-res, etc (DG)	Yellow	30 April	Yellow
Resourcing for council billing teams – onboarded and trained (SC)	Green	29 May	Yellow
Payble live – HCC	Green	30 June	Yellow
Knowledge hub content loaded – billing specific (PB)	Green	Ref: Comms	Green
IQA review 2 completed (SC)	Green	Mid-June	Green

In train by 30 June	RAG	Due date	Risk
First invoice ~155k connections issued late July-early August (SC)	Yellow	31 July	Red
Payable implementation – PCC, WCC and UHCC (SC)	Yellow	01 Oct	Yellow
Reminder notice for overdue payments at 30/09 (SC)	Green	30 Sep	Yellow
Financial reporting in place and tested (SF)	Green	Mid-July	Yellow
Hardship support activated (SF, SC)	Green	Mid-July	Yellow
Surge management planning and response (SC)	Yellow	Q1	Red
Tiaki Wai org/management structure to support interim billing transition	Yellow	Ongoing	Yellow
Transition support (SC)	Yellow	Ongoing	Yellow

Key risks

Testing and pricing are on a shared critical path with minimal contingency, requiring final pricing decisions to be confirmed, configured, and validated within tight timeframes while testing is still underway.	HIGH
Delivery for go-live is dependent on a multi-council, multi-vendor model with interdependent payment channels, leaving limited ability to absorb issues in the lead-up to invoice issuance.	HIGH 38



Work Package: Interim services & IT transition

G → Generally on track

Highlights from the last period

- Implementation of the technical transition plan is progressing as planned. This work is being led by WWL with oversight from Tiaki Wai.
- TSI phase zero is continuing as planned. WWL has indicated timing for the programme business case has slipped from May to June.
- 0800 number secured (0800 TIAKI WAI)
- Template for interim services agreement drafted and being managed across other contributing work packages (customer, billing, finance, workforce).

Focus for next period

- Continued support for TSI Board discussions including alignment with WWL on the business case approval approach.
- Confirm payroll data migration approach for staff transitioning from Councils to Tiaki Wai.
- Commence external development work to deliver key website changes including webforms and paperless DD solution.

Key interdependencies and challenges

- Dependency on WCC to develop SLAs for HR/Payroll and Finance, being actively managed.
- Costs with interim service agreements with WCC (finance and payroll) will include additional costs over current WWL arrangements, on a cost recovery basis.

Key upcoming decisions (ESG/Board/Council)

TSI business case approval (to be confirmed by WWL)	03 June
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Must do by 30 June	RAG	Due date	Risk
IT transition plan delivered (MS tenant trans/devices/VPN/branding, IVR)	Green	30 June	Green
Payble live for HCC	Green	30 June	Yellow
Website tech changes (re-skin) and additional content (webforms)	Green	30 June	Green
Paperless direct debit process available on Tiaki Wai website	Green	30 June	Yellow
Interim HR/payroll/finance technical arrangements in place with WCC	Green	30 June	Green

In train by 30 June	RAG	Due date	Risk
Determine approach to P2 interim customer/billing arrangements post Day One	Green	TBD	Green
Ongoing TSI programme delivery	Green	n/a	Yellow
Ongoing Payble implementation for PCC, WCC and UHCC	Yellow	1 Oct	Yellow

Key risks

Implementation of paperless direct debit requires a more complex technical approach than anticipated. Risk that this work may not be completed by 1 July.	Review of proposed vendor approach to be completed.	MEDIUM
Formal agreement to implement Payble has not been received from PCC, WCC and UHCC. Approval confirmation required so that delivery plans can be confirmed.	To be escalated to the Council CEs.	MEDIUM



Work Package: Day Two Roadmap

G → On track.

Highlights from the last period

- The draft Change Impact Heat Map is mostly completed and ready to be finalised
- More detailed work to scope up high impact areas has begun.
- The Day Two and Handover Plan are being drafted .
- New PM resource has started and pace has increased

Focus for next period

- The discovery and planning phases for high impact will be completed.
- WWL and Tiaki Wai to work together to prepare for change in the high impact functions.
- The Day Two and Handover Plan continues development.
- The plan to wind down and integrate the Establishment Team is agreed.

Key interdependencies and challenges

- Availability of key staff at WWL to begin preparing for change in the high impact areas.
- System and processes are able to be adapted to implement change ready for Day One.
- Maintaining continuity of critical Establishment Team members as the Establishment Team winds down and integrates into Tiaki Wai.

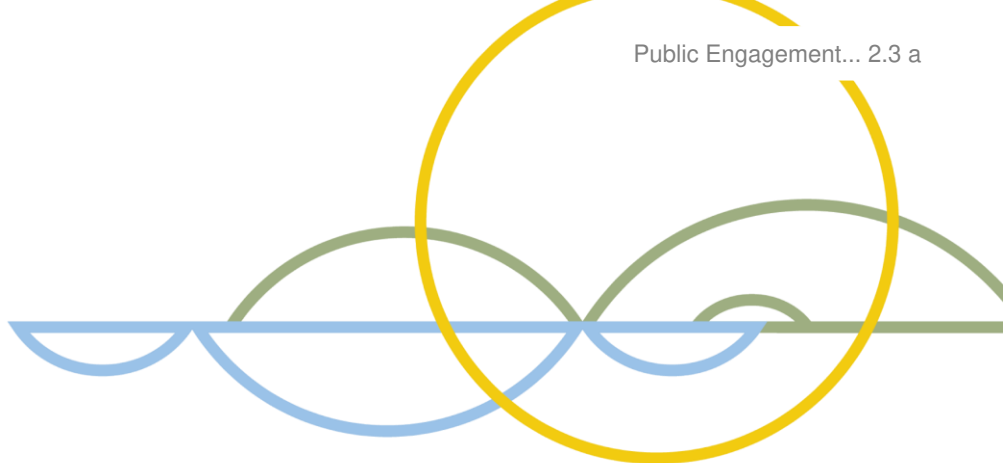
Key upcoming decisions (ESG/Board/Council)

n/a

Must do by 30 June	RAG	Due date	Risk
Heat map completed (LB)	Green	30 June	Green
High impact areas identified (LB)	Green	15 May	Green
High impact areas have an action plan in place (LB/WWL)	Green	30 June	Green

In train by 30 June	RAG	Due date	Risk
Handover document (LB)	Green	31 July	Green
Medium and low impact areas identified (LB)	Green	31 July	Green

Key risks		
Retaining critical Establishment Team resources beyond 30 June.	Early work to resolve who is needed beyond 30 June, procurement plan in place and early conversations with key staff.	MEDIUM
Smooth handover of critical establishment <i>In Train</i> tasks to Tiaki Wai to allow work to continue.	Identify in train tasks and plan handover to Tiaki Wai, ensuring there is resource in place from 1 July to receive work to date.	MEDIUM



Summary of public engagement feedback

Water Services Strategy, Customer Charter, Significance and Engagement Policy

To	Tiaki Wai Board
From	Adrienne Black, Strategy and Policy Lead Paula Brasovan, Customer Partnerships and Communications Lead Amy Kearse, Strategic Advisor
Approved	Michael Brewster, Tiaki Wai Chief Executive
Date	13.05.2026
Recommendation	It is recommended that the Board: <ol style="list-style-type: none"> Note the Summary of Public Engagement Feedback on the draft Water Services Strategy, Customer Charter, and Significance and Engagement Document (Attachment 1). Approve the proposed changes to be made to the Water Services Strategy, Customer Charter and Significance and Engagement Policy. Note the proposed areas for ongoing community and stakeholder engagement.

Executive Summary

- This Board paper provides a summary of the feedback received from public engagement on the draft Water Services Strategy, Customer Charter and Significance and Engagement Policy.
- Attachment 1 provides a summary of the feedback from the public engagement that was held from 25 March to 24 April 2026. This includes 1,099 responses to the survey on the Have Your Say website, and 58 submissions by email. Most feedback centred on the Water Services Strategy. Prominent themes were water service charges, in particular, the unaffordability of charges, equity between the size of households, differences in income or urban and rural locations, and interface with rates. Comments on charges also related to the use of water meters, with support for this mixed. The need for accountability and transparency was another key theme of feedback.
- Proposed changes to reflect feedback on each of the documents are outlined further below, as well as proposed areas for ongoing community engagement to improve understanding of charging in particular.
- Subject to your approval of these changes, they will be incorporated in the final documents provided to you for adoption in June and then published on the Tiaki Wai website.

Background

5. On 18 March 2026 the Board (Ref 04.1a Water Services Strategy: Approval for public engagement) approved the draft Water Services Strategy for public engagement, alongside the Customer Charter and Significance and Engagement Policy.
 6. The engagement period ran from 25 March to 24 April 2026 and included Council briefings (prior to public engagement), community webinars, and briefings to the Wellington Residents' Association Network, Te Hononga o Te Upoko Catchment Collective (environmental groups interested in water quality) and water sector businesses.
-

Overview of engagement

7. The overall approach to engagement aimed to balance transparency with the pragmatic reality of constrained time and resources.
 8. Engagement was primarily online, with all communications aimed at encouraging people to visit the Have Your Say website to provide feedback. There was a good level of engagement, with over 12,000 unique visitors to the site and 1099 contributions – an engagement rate of 11.9 percent.
 9. A total of 368 people registered, meaning they provided their email details so Tiaki Wai can keep them up to date.
 10. Council support and promotion of the opportunity to engage has been important in driving engagement. Councils promoted engagement through their social media channels and newsletters. Across the region, many Elected Members helped promote engagement and discussed Tiaki Wai at meetings on Council annual plans. Hard copies of the draft Water Services Strategy and At a Glance summary document were made available at Council offices and libraries.
 11. In addition, the opportunity to provide feedback was promoted on Wellington Water social media posts and in newspaper advertising.
 12. There was a relatively low attendance at the webinars. The recordings have been published online and have had between 30 and 40 views each.
 13. As part of feedback, there was some criticism of the online tool and engagement process. This included how the survey questions were framed, technical issues and navigating the site (e.g. finding the email address), and the limited nature of the consultation. These issues will be considered for future consultation efforts.
 14. The following sections of this paper provide an overview of the public feedback received on the draft Water Services Strategy, Customer Charter and Significance and Engagement Policy. Feedback received from the Partners Committee is covered in Paper 5.3 'Water Services Strategy - Partners Committee feedback and financial strategy update'.
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Feedback on the draft Water Services Strategy

Public feedback

15. Most respondents/submitters commented on the unaffordability of water service charges, expressing concern about the costs, noting it would cause hardship and result in them thinking about leaving the region. People also commented on the need for equitable charging, including for lower use households, and support for pensioners, beneficiaries and low-income householders.
 16. Support was expressed both for water meters (as it can help enable volumetric charging); and against (due to the cost). Many submitters commented on the importance of "doing the basics" such as maintenance and renewals.
-

17. Accountability and transparency were another key theme – in terms of accountability of past Councils and support for Commerce Commission oversight of Tiaki Wai moving forward. People submitted on the importance of taking a ‘whole-of-catchment’ approach to delivering water supply, wastewater, and stormwater services and improving water quality.
18. In summary, while there was general agreement that the infrastructure is in crisis and must be fixed, significant concern was expressed with the current proposed approach to funding and the ability to deliver value for money.

Recommended updates to the draft Water Services Strategy

Updates to the financial strategy and investment commitments

19. Paper 5.3 ‘Water Services Strategy - Partners Committee feedback and financial strategy update’ provides detailed advice and recommendations on proposed changes to the financial strategy and scale of investment proposed over the 10-year period, as articulated in the draft Strategy. This will help address concerns raised regarding the scale of proposed charges over the 10-year period.

Other updates

20. It is recommended that the draft Water Services Strategy be updated:
- 20.1 To amend the level of service targets for wastewater and stormwater abatement and infringement notices, orders and prosecution, changing these from 0 for all measures, to better reflect recent historical performance and consideration of the non-compliance status of wastewater treatment plants Tiaki Wai is inheriting (refer Table 1 below).

Table 1: Proposed level of service targets for wastewater and stormwater notices, orders, and prosecutions

Measure	Wastewater	Stormwater
a. Abatement notices:	≤ 2	≤ 1
b. Infringement notices:	≤ 8	≤ 2
c. Enforcement orders:	0	0
d. Successful prosecutions:	0	0

- 20.2 To add more detail on how Tiaki Wai intends to support and increase the industry capacity to deliver the forward work programme.
- 20.3 To strengthen references to the commitment Tiaki Wai is making to Te Wai ora o Parirua – Porirua Harbour Accord throughout the Strategy.
- 20.4 To note that Tiaki Wai proposes to commit to establish a customer reference group within the 2026/27 financial year.
- 20.5 To include reference to additional streams designated as sites of significance to mana whenua in the Wellington District Plan.
21. The Water Services Strategy will also be updated to include a section summarising the feedback received.
22. In relation to the stormwater issues raised by Wellington City Council, we note that the stormwater levels of service need to be considered in the context of imminent regulatory change (that Tiaki Wai will need to align with). In terms of the request to bring forward the delivery of the stormwater risk network management plan, we acknowledge this is a high priority and are considering how to direct more effort towards this and broader stormwater matters in conjunction with the Stormwater Taskforce.
23. Other concerns raised through public engagement should be addressed through ongoing communication, as noted below.

Proposed areas for ongoing community or stakeholder engagement

24. Some aspects of the public feedback reflected that people have, to date, had relatively little time to become familiar with Tiaki Wai and absorb all the relevant information. This highlights the importance of continuing to proactively communicate, provide accessible information and explain what is happening and what is planned. The engagement process has highlighted areas to focus on and clarify. The proposed areas to focus on for ongoing community engagement are:
 - 24.1 The relationship between rates and water services charges and the respective roles of Tiaki Wai and Councils
 - 24.2 The challenge in balancing the need for investment with the level and pace of increases in customer charges
 - 24.3 Plans to move to a fairer system for setting water services charges (harmonisation)
 - 24.4 Plans to introduce water meters
 - 24.5 How Tiaki Wai will be regulated by the Commerce Commission and other authorities, and how this will provide transparency for customers
 - 24.6 Easily accessible information about what the water services charges will be for both residential and commercial customers
 - 24.7 The impact on specific groups, such as rural people who are not receiving networked water services (and so will not pay), and renters.
25. As part of wider work on stormwater, including with the Stormwater Taskforce, consider a forum for engagement and/or framework between Tiaki Wai, Councils and Waka Kotahi to coordinate land-use and development decisions considering the impacts on the stormwater network.

Points to address in the 2027-37 Water Services Strategy:

26. Planning for the 2027-37 Water Services Strategy is underway. The following points raised through public engagement and by the Partners Committee should be addressed as part of that Strategy:
 - 26.1 Consideration of other infrastructure providers and co-dependent projects when planning the 10-year investment programme for the 2027-37 Water Services Strategy. This would reflect a 'dig-once' approach and could form part of the investment prioritisation framework.
 - 26.2 Consideration of new/ updated level of service measures and targets, including:
 - 26.2.1 Wastewater odour complaints
 - 26.2.2 Wastewater overflows into waterways
 - 26.2.3 Stormwater.
 - 26.3 Consideration of the Tiaki Wai Procurement Policy to further enhance industry capability and reduce reliance on Tier 1 contractors, noting this will be presented to the Board for adoption in late 2026 (refer to paper 5.9 'Governance Matters').

Feedback on the draft Customer Charter

27. Public feedback generally supported the intent of having a Customer Charter and agreed that it is an important document for setting expectations about how Tiaki Wai will interact with communities. However, the dominant view was that the current draft is too high-level and aspirational and needs to provide stronger practical accountability. Submitters want measurable service standards that customers can rely on, including response times for outages, leaks, faults, billing issues, and complaints, along with stronger transparency about how service performance will be monitored and reported. There was also strong feedback that the Charter should move

beyond broad statements of intent and include clear consequences where service commitments are not met.

28. Affordability was the strongest and most consistent issue raised. Many submitters were concerned that the Charter does not adequately address the affordability of future water charges. There were repeated calls for an explicit affordability commitment, stronger recognition of financial hardship, and clear information about how pricing decisions are made, how charges are set, and how customers will be supported if costs become difficult to manage.
29. Submitters also sought stronger commitments to plain language communication, accessible customer service, and clear recognition that residents are not only customers but also owners of a publicly owned essential service.
30. Overall, the feedback reflects a strong expectation that as water charges become more visible and increase over time, Tiaki Wai must demonstrate greater transparency, responsiveness, fairness, and accountability to maintain public trust and confidence.
31. The Customer Charter is intended to serve as a gateway to more detailed operational information on service performance, complaints, pricing, faults, and customer support. As the website that will host this supporting information was not live during the consultation, submitters were unable to access the detailed information behind the Charter commitments, which led to frustration and contributed to concerns that the document was too high-level.

Recommended updates to the draft Customer Charter

32. It is recommended that the Customer Charter be updated to include:
 - 32.1 Active links throughout the document to service performance measures, complaints and dispute resolution processes, water charges and pricing information, fault reporting, and support for vulnerable customers.
 - 32.2 Stronger upfront acknowledgement that the Charter is intentionally high-level during establishment, clearer explanation of who is considered a 'customer', and recognition of the transitional customer service role being provided by councils.
33. A full review of the Charter is proposed to be initiated in January 2027, supported by the development of more detailed service performance and operational processes, as Tiaki Wai matures and continues to develop its customer function.

Feedback on the draft Significance and Engagement Policy

34. Public feedback on the draft Significance and Engagement Policy broadly supports the intent of the Policy. There is a consistent call for clearer, simpler communication using plain language, alongside earlier, more frequent, and meaningful engagement that is transparent and easy to understand. Current gaps in clarity around policies, decision-making processes, and responsibilities are contributing to confusion.
35. A strong and recurring theme is the need for greater accountability, transparency, and visible action. Submitters are looking for clear ownership of decisions and better insight into how the Significance and Engagement Policy will be implemented. There is emphasis on the importance of demonstrating how feedback has influenced decisions and what has changed as a result. Without this, engagement risks being perceived as superficial, limiting confidence in both the process and outcomes.

Recommended updates to the Significance and Engagement Policy

36. It is recommended that the Significance and Engagement Policy be updated to include:
 - 36.1 Guidance on the typical decision process, from consultation to confirmation, with an infographic.

- 36.2 An explanation of how Tiaki Wai will identify interested stakeholders and be transparent about who they are.

Next steps

37. The final Water Services Strategy, Customer Charter, and Significance and Engagement Policy will be updated to incorporate the changes proposed in this paper and in paper 5.3 'Water Services Strategy - Partners Committee feedback and financial strategy update'.
38. The final Water Services Strategy will also include:
- 38.1 A summary of the key themes from public engagement and how they have been addressed.
- 38.2 A summary of the comments provided by the Partners Committee on the Draft Water Services Strategy, as required by Schedule 3, Part 9 of the Local Government (Water Services) Act 2025.
39. The final documents will be provided to you for adoption at the 11 June 2026 Board meeting and then published on the Tiaki Wai website.

Appendices and attachments

Attachment 1 Summary of Public Engagement Feedback on the draft Water Services Strategy, Customer Charter, and Significance and Engagement Document.

Summary of Feedback on the Tiaki Wai Draft Water Services Strategy, Customer Charter and Significance and Engagement Policy

Purpose of this document

This document provides a summary of feedback received by Tiaki Wai on the following documents:

- Draft Water Services Strategy
- Draft Customer Charter
- Draft Significance and Engagement Policy

These documents and supporting information including the Tiaki Wai at a glance document, Q+A, and supporting policies were all available on the Tiaki Wai engagement website haveyoursay.tiakiwai.co.nz. Documents were available at public premises such as councils and libraries.

Overview of engagement and feedback

Engagement was primarily online. Two public community webinars were held, with recordings of these made available online. There were online meetings with key stakeholders – the Wellington Te Hononga o Te Upoko (Wellington Catchment Collective), and there was an event with water sector businesses.

Tiaki Wai also engaged with elected members across all shareholding councils in the lead-up to public engagement.

Public engagement began on 25 March and closed on 24 April 2026 at 12pm. People were able to provide feedback via the online survey, by email (haveyoursay@metrowaterwellington.co.nz) or post.

Engagement statistics

There has been a high-level of engagement demonstrated by:

- 12,017 visits to the Tiaki Wai website between 25 March to 24 April 2026
- 1099 survey responses (including detailed feedback)
- 58 emails.

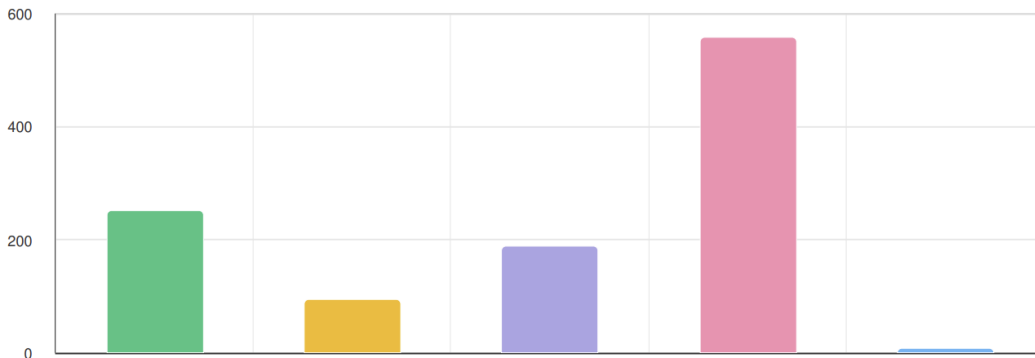
The vast majority of submissions (survey responses and emails) were from individuals, and a very small percentage (approximately 2%), from organisations that included Wellington City Council, residents associations, environmental groups, and businesses.

Survey results

The survey was comprised of 10 questions. Responses to these are summarised below.

Question 1: *Which City Council area do you live in?*

The highest number of respondents were Wellington City residents, followed by Hutt City, Upper Hutt, then Porirua residents with less than 1% of respondents non-residents.

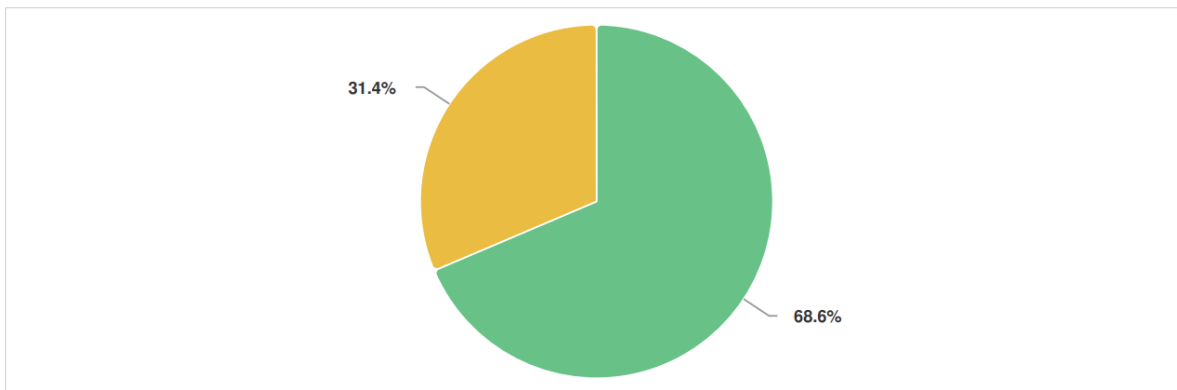


Question options	responses	%
● Hutt City	251	22.8
● Porirua City	94	8.6
● Upper Hutt City	188	17.1
● Wellington City	557	50.7
● I do not live in the area covered by Tiaki Wai	9	0.8

1099 responses - 0 skipped
 Question type : Checkbox Question

Question 2: *Have you heard of Tiaki Wai before?*

Nearly 70% of people responded that they had heard of Tiaki Wai as opposed to 31.4% who had not.



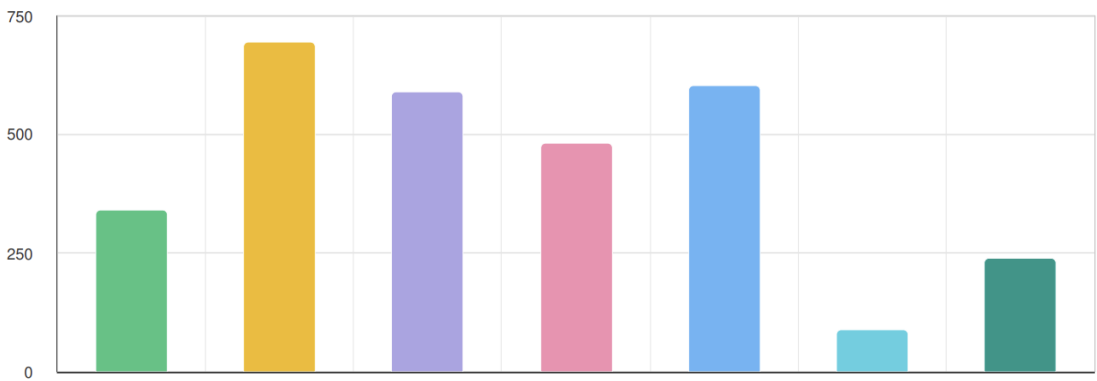
Water service priorities

Question 3: *What matters most to you when it comes to your household or business? Please select the three that are most important to you.*

The top three issues of most importance were:

- Quality of drinking water
- Clear and consistent pricing and billing
- Infrastructure maintenance

The lowest ranking issue was excellent customer service.



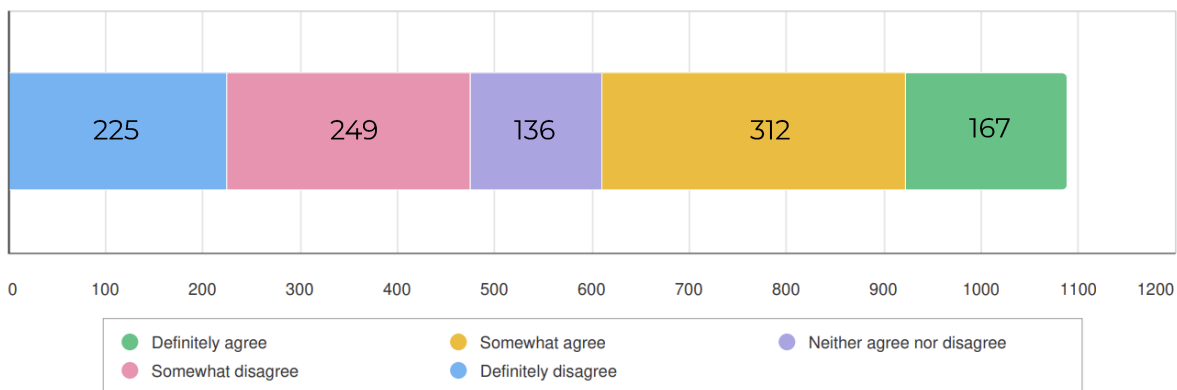
Question options	responses	%
Reliability of supply (eg, there is enough water at all times with no restrictions in dry periods, water always comes out when I turn on a tap).	341	31.7
Quality of drinking water (safe to drink, taste, odour, colour).	693	64.4
Infrastructure maintenance (well-maintained pipes and systems to prevent leaks, reduce flooding, and other problems).	590	54.8
Safe and effective wastewater management (treating and safely disposing of your sewage/waste from your sinks and toilets, while protecting the environment).	480	44.6
Clear and consistent pricing and billing (eg, transparent pricing, clear and accurate bills, flexible payment options, no hidden fees).	601	55.9
Excellent customer service (eg, accessibility, responsiveness, proactivity).	87	8.1
Sustainability and environmental responsibility (eg, reducing contamination of waterways, water conservation programmes, and encouraging efficient usage).	240	22.3

Optional question · 1076 responses · 23 skipped
 Question type : Checkbox Question

Finding the balance

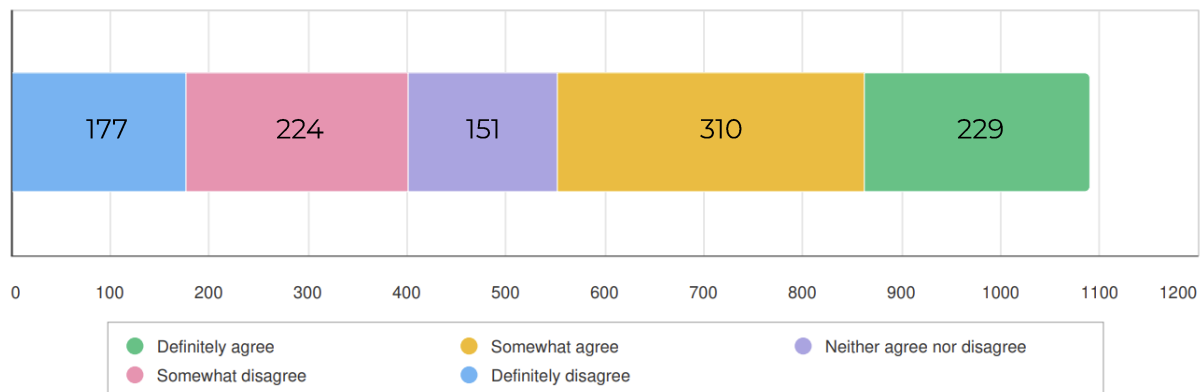
Question 4: Water Services: Please indicate your level of agreement: is it important to get on with network improvements that will deliver better services for our children and grandchildren, even if it means paying more through water services charges?

Respondents were split on this question, and 44% (479 people) definitely agreed or somewhat agreed to this statement; 12.5% (136) were neutral; and 43.5% (474 people) somewhat or definitely disagreed. 11 people skipped this question.



Question 5: Environment: Please indicate your level of agreement with this statement: it is important to reduce contamination of our waterways from wastewater and stormwater, even if it means paying more through water services charges.

Almost half (49.4%) of people definitely agreed or somewhat agreed with the statement; 13.8% were neutral; and 36.7% somewhat or definitely disagreed.



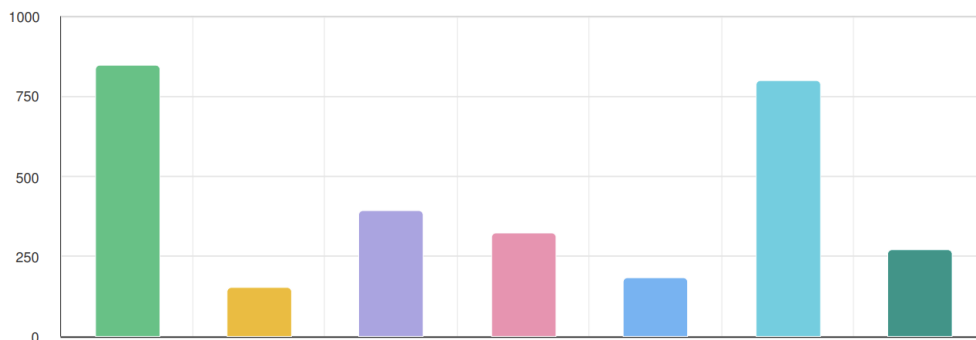
Caring for our customers

Question 6: Which of these commitments in the **Customer Charter** are most important to you? Select your top three.

The top three commitments selected as most important were:

1. Safety and quality of drinking water supply, wastewater and stormwater
2. Fair and transparent pricing with clear and accurate bills
3. Responsive services

The commitment that was selected the least was respect and integrity in our dealings with you.



Question options	responses	%
● Safety and quality across drinking water supply, wastewater and stormwater.	847	78.4
● Respect and integrity in our dealings with you.	152	14.1
● Responsive services - we're easy to contact, we respond promptly and communicate clearly if circumstances change.	392	36.3
● Environmental protection.	325	30.1
● Engagement and partnership - we involve customers and mana whenua in shaping our services.	182	16.8
● Fair and transparent pricing with clear and accurate bills.	800	74.0
● Support for vulnerable or disadvantaged customers.	269	24.9

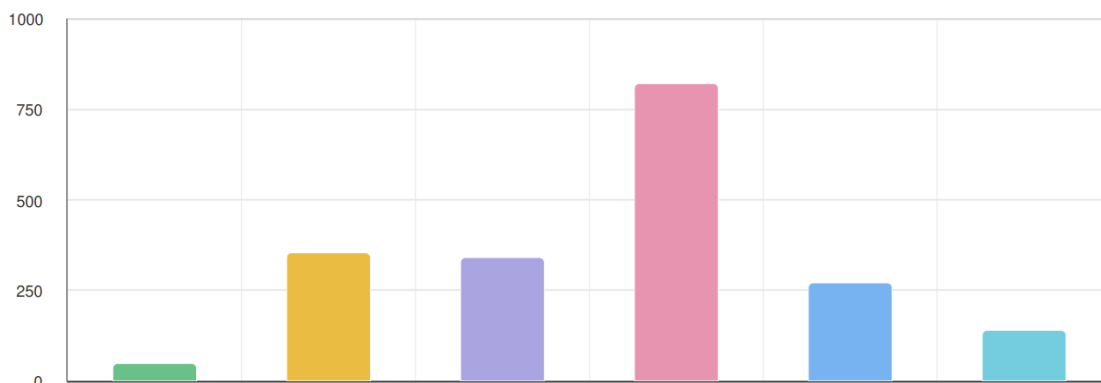
Optional question - 1081 responses - 18 skipped

Question type : Checkbox Question

Question 7: *The decisions Tiaki Wai makes will affect residents, businesses and communities in different ways. Our **Significance and Engagement Policy** sets out how we plan to engage with you on significant documents, projects or proposals. How would you like to hear from Tiaki Wai?*

Respondents could select as many options as they wished.

76% of respondents indicated they would like to hear from Tiaki Wai by email, with nearly a third indicating they would like to hear from Tiaki Wai through its website, or social media; 25% via a letter or flyer in the mailbox; and nearly 13% via an app.



Question options	responses	%
Other (please specify)	46	4.2
Tiaki Wai website	352	32.5
Social media	340	31.4
Email	821	75.8
Letter or flyer in your mailbox	270	24.9
Via an app	138	12.7

Optional question - 1083 responses - 16 skipped

Question type : Checkbox Question

Written feedback received from survey comments and by email

The next section of the survey offered respondees a chance to provide any other feedback they would like to offer in relation to the Water Services Strategy, the Customer Charter and the Significance and Engagement Policy (Questions 8, 9, and 10 respectively).

The number of respondents that commented on each document was as follows:

- 781 people provided feedback on the draft Water Services Strategy (Q8)
- 423 people provided feedback on the draft Customer Charter (Q9), although a proportion of this was additional comment on the draft Water Services Strategy
- 368 people provided feedback on the Significance and Engagement Policy (Q10), although again this contained comment on the draft Water Services Strategy Strategy.

Some of the survey responses ranged from very brief responses to more extensive feedback. The written feedback received via the survey has been considered alongside that raised by email in the sections that follow.

Feedback on the draft Water Services Strategy

Overview

The majority of respondents commented on the unaffordability of water service charges, expressing concern about the costs, the risk of causing hardship and that they may consider leaving the region. People also commented on the need for equitable charging, including for lower use households and support for pensioners, beneficiaries and low-income householders.

In relation to delivery, support was expressed both for water meters (as it can help enable volumetric charging); and against (due to the cost). Many submitters commented on the importance of 'doing the basics' such as maintenance and renewals.

Accountability and transparency was another key theme – both in terms of accountability of past Councils, but also support for Commerce Commission oversight of Tiaki Wai moving forward.

People submitted on the importance of a taking a 'whole-of-catchment' approach to delivering water supply, wastewater, and stormwater services and improving water quality.

In summary, while there is a general agreement that the infrastructure is in crisis and must be fixed, significant concern was expressed with the current proposed approach to charging and the ability to deliver value for money.

The key themes are :

- Water service charges
- Accountability and transparency
- Water services delivery
- Environmental, catchment management, and stormwater
- Iwi/Māori and Te Mana o te Wai
- Growth
- Need for reform
- Feedback on the engagement process

Each of these themes is discussed in more detail below.

Water service costs and charges

The majority of feedback commented on water service costs and charges, primarily on the affordability and equity of the proposed 2026/27 charges and projected charges over the ten year period (from an average of \$2,100 to \$6,800 by 2036). This was variously described as unaffordable and excessive.

People commented on the interface with rates, queried how non-serviced properties would be treated, and commented or asked questions on billing. A desire for central government investment, rather than ratepayers shouldering the cost was another key theme. The feedback is discussed in more detail below.

Affordability: the majority of people commented that the proposed charges, particularly over the ten-year period would be unaffordable for them, particularly when considered alongside cost-of-living increases (eg, inflation, rising mortgage rates, insurance increases and higher energy prices), and combined with rates rises. People expressed that this would create cumulative hardship for them, cause stress, and force them into debt and/or to consider leaving the region.

Significant concern was raised by and for pensioners, beneficiaries, and those on low incomes and/or facing job insecurity. Grey Power feedback emphasised the extreme stress on seniors on fixed incomes. It stated that it required more time and information to adopt a firm view. It was noted that

a \$6,800 bill (the projected 2036/37 average inflated charge) would consume nearly 24% of a standard [current] pension (although this is comparing inflated costs, with a pension as it is today). Those with average incomes also noted meeting the charges would be a challenge.

People sought more information about available concessions, or further information about hardship assistance or means-testing.

Feedback from businesses/industry expressed concern with the costs. For example, the Kilbirnie, Rongotai and Lyall Bay Business Improvement District submitted that the proposed approach “shifts substantial cost onto businesses without sufficient recognition of their current ever-increasing financial pressures, nor adequate mechanism to mitigate economic harm from infrastructure failure or investment decisions”.

Equity: Feedback about perceived inequitable distribution of costs was received in relation to high vs lower-usage customers, different housing types, size of household, and urban or rural properties that are unserved (or partially unserved eg for stormwater or wastewater).

On capital value (CV) vs usage, many argued that linking water charges to property value is unfair, as CV does not reflect actual water consumption. For example, a single person in a high-value home may pay more than a large family in a lower-value home.

Intergenerational inequity attracted lots of feedback with current residents feeling they are being unfairly responsible for paying for decades of under-investment by previous councils.

Comments on usage were also often tied to comments on the use of water meters (discussed below under the 'water services delivery' theme).

Differences across Council areas was another area of feedback. Many people questioned why they should have to subsidise those in another Council area. Residents in areas such as Upper Hutt and Porirua expressed concern that they are required to subsidise infrastructure repairs for “the more neglected” Wellington City network. Some submitters requested clear, transparent reporting showing how much revenue from Upper Hutt is being reinvested into the local network versus being diverted to regional hotspots (such as Wellington CBD).

Those on tank water and septic wastewater systems expressed concern that they will be charged for services they do not receive. People sought clear, transparent mapping of which properties are classified as served or unserved and the charges that apply or where these are exempt.

Comment was also received from community groups. The Island Bay Natural Heritage Charitable Trust highlighted the unfairness of being charged “sludge levies” and water rates on a nature reserve with no toilets or water infrastructure.

Price path: More specific comments from submitters on the price path included comment that the price path is a financial-engineering driven price path, not a service-driven one. Some submitters noted the draft Strategy was not clear in stating that renewal activity is a capital investment.

Some submitters raised concern with the need for revenue to be set so Tiaki Wai can meet a 9% FFO-to-debt covenant. The main issue raised with this element of the financial strategy was the perceived front-loading of costs onto today's households and treating a 50-100 year rebuild like a short-term operating expense. Comment was made that a genuine intergenerational approach would align repayment with asset life and deliver a more stable, affordable price path.

Interface with rates:

People provided feedback that there need for greater transparency of how separate water charges would reduce Council rate bills, and an expectation for this to occur in a 'cost-neutral' manner.

Billing queries: People sought clear, itemised bills with plain-language explanation of the charges, concessions and how to get help. They also commented on the need for predictable billing schedules.

Responsibility for paying the bill – and whether it should sit with the landlord or tenant was another area that people provided feedback on.

Many people commented on the Debtors' Management and Hardship Policy, including that the hardship provisions do not apply to landlords or the fixed-charge component of the bill.

A few people simply noted they wouldn't pay the charges; others sought stronger consumer protection on billing disputes.

Central government investment: The need for central government investment, rather than just costs being met by ratepayers, was another key theme that came through alongside commentary on the costs and charges.

Key changes sought in relation to costs and charges included:

- Reduce charges by spreading the cost: use long-term borrowing (20-30 years) to spread the financial burden across generations.
- Reduce rates: confirm that council rates will decrease by the same amount now being charged separately for water.
- Establish hardship protections: establish a 'gold card' discount or a hard cap on water charges as a percentage of household income or if a water bill exceeds the percentage of disposal income, offer relief proactively.
- Incorporate economic impact considerations into the Strategy and introduce financial mitigation measures for businesses impacted by both cost increases and infrastructure failures.
- Unserviced properties: some people who maintain their own septic/tank systems are seeking a "no service, no pay" guarantee and/or financial incentives in the form of rebates for households that install rainwater harvesting systems or stormwater detention tanks to reduce the overall load on the public system.

Accountability and transparency

Feedback indicated there is scepticism regarding the transition from Wellington Water to Tiaki Wai. Many view it as a "rebranding" of a suboptimal organisation with the same staff but with higher salaries.

Numerous respondees called for Commerce Commission oversight to monitor price-setting, efficiency and capital expenditure, and ensure Tiaki Wai is subject to comprehensive regulation like electricity lines companies and not operating as an "unregulated monopoly".

One submitter requested the establishment of an independent "Consumer Review Board" or advocacy group to monitor decision-making from the perspective of the ratepayer and advocate for transparency.

Transparency of charges was a key theme with some people seeking water costs as a percentage of median disposable household income to be monitored and reported on, with a strategy review process when the threshold is breached.

People also requested that there be public monitoring and comparison of Tiaki Wai's performance and costs against other regional entities (such as Watercare) to ensure that Wellingtonians are not overpaying for equivalent services.

Some people feel the new entity was forced upon them without a public vote or a clear democratic mandate. Some also called for Councils/Councillors to be held accountable for the higher costs of delivery now.

Key changes sought in relation to accountability and transparency included:

- Demand for Tiaki Wai to have oversight from the Commerce Commission (note: this is already provided for under the Local Government Water Services Act).

- Establish an independent “Consumer Review Board” or advocacy group to monitor decision-making from the perspective of the ratepayer and advocate for transparency (note: this is already an expectation in the Statement of Expectations).

Water services delivery

Some submitters commented on the importance of forward planning and visioning. Zealandia Te Māra a Tāne on behalf of Kia Mouriora Te Kaiwharawhara encourages Tiaki Wai to establish a long-term vision to support intergenerational thinking and help the community to imagine the future the organisation is striving to create.

Feedback on the delivery of water services commented that Wellington Water had relied too much on the larger contractors who had overcharged for services. Some submitters commented on the need for competitive tendering to ensure better value for money. People also expressed support for the use of smaller, local civil contractors to build regional capacity. There was a strong call to end outsourcing of critical facilities (like the Moa Point Treatment Plant) to foreign companies. The Kilbirne, Rongotai and Lyall Bay Business Improvement District submitted that the Moa Point Treatment Plant fail highlighted the “system risk from public infrastructure failure” resulting in significant economic impacts (ie, reduced visitors and revenue).

In relation to water meters, a number of respondents asked that water meters be implemented more quickly than planned in order to enable a ‘user-pays’ model to ensure both fairness and to encourage water conservation.

Conversely, there was also opposition to water meters, with some arguing that the \$500-590 million estimated cost for meters should instead be spent on fixing leaking pipes, referring to the fact that approximately 40% of treated water is currently lost to leaks.

Submitters urged priority be given to “getting the basics right” – fixing leaks and maintaining core pipes, before funding “nice-to-have” projects or vanity council initiatives (with comparisons made to cycleways).

Key changes sought in relation to delivery included:

- Develop a long-term vision to support inter-generational thinking and understanding of the future state Tiaki Wai aims to achieve.
- Procurement: end reliance on the ‘Alliance’ model with Tier 1 contractors and competitively tender physical work and consulting contracts with priority for local contractors to build regional capacity and reduce costs.
- “Dig-once”: coordinate with Councils for roading, and telecommunications companies to ensure a road is dug once and underground work is undertaken simultaneously.

Environmental, catchment management and stormwater

Some submitters provided feedback that the principles of Te Mana o te Wai are central to the Strategy and that water should be considered a tāonga (treasure) to be protected.

People expressed support for a ‘whole-of-catchment’ approach reflecting Ki Uta Ki Tai (from mountains to the sea) and managing all urban awa from their headwaters to the ocean. Comments emphasised the need to consider the water system as a whole, including the potential for nature-based solutions and better stormwater management to mitigate flooding.

Wellington City Council requests that Tiaki Wai review the stormwater levels of service proposed for 2026/27 in light of the 20 April flooding event and comparable recent weather events. It also requests that Tiaki Wai bring forward the development and delivery of the stormwater network risk management plan to be delivered earlier than the three-year timeframe prescribed by the Local Government (Water Services) Act 2025 and prioritise areas adversely affected in the recent events such as the southern communities of Wellington City.

People sought that Tiaki Wai fosters meaningful relationships with active urban restoration groups (eg, Kumutoto Restoration Project and Kia Mouriora Te Kaiwharawhara) to utilise local knowledge, expertise and volunteer efforts in catchment care; and develop clear mechanisms for ongoing community input.

Kumutoto Restoration Project submitted that the Strategy should be amended to include mention of more streams that are designated as sites of significance for mana whenua in the Wellington District Plan.

People noted the lack of specific metrics for water quality improvement and the omission of “odour complaints” and “sewerage overflows into streams” as tracked Key Performance Indicators (KPIs). Your Bay Your Say (from Porirua) advocates for safe water recreation and improved reporting on overflow non-compliance at PS35 in Porirua.

Key changes sought in relation to the environment included:

- Review the proposed levels of service for 2026/27 and bring forward the development of the stormwater network risk management plans and prioritise investment in Wellington City areas adversely affected by the April 2026 flooding event and comparable events.
- Include reference to additional streams in section 10 of the Strategy as these are designated as sites of significance to mana whenua in the Wellington District Plan.
- Add KPIs for odour complaints and wastewater overflows into streams
- Encourage or mandate the installation of greywater systems in new builds for non-potable uses like toilet flushing and garden irrigation to reduce demand for water supply.

Iwi/Māori and Te Mana o te Wai

As noted above, people commented that the principles of Te Mana o te Wai are central to the Strategy. People provided feedback that it was important to ensure that mana whenua are involved in decision-making regarding freshwater outcomes, particularly for sites designated as significant in district plans.

One submitter commented that the need for a regional model must reflect Te Tiriti o Waitangi in both structure and outcomes, including recognising that relationships with mana whenua are place-based, and that decision-making should remain connected to local communities rather than being overly centralised: “A regional approach should not dilute local voices or responsibilities but instead strengthen them”.

Growth

Growth-related feedback was limited but consistent in its focus on fair cost allocation rather than growth itself. Submitters generally supported the principle that growth should pay for growth, expressing concern that existing households may otherwise bear an unfair share of infrastructure costs. Several submitters also commented that central government should contribute to the pressure put on infrastructure by the mandated intensification of housing.

There was a clear expectation that the Strategy should strengthen how growth is funded and provide more concrete detail on how costs will be allocated over time, including a timetable for improvements. Overall, the concern is less about accommodating growth, and more about ensuring that the financial burden of growth-related infrastructure is distributed more equitably between new development and existing customers.

Feedback was also provided supporting the establishment of a formal framework between Tiaki Wai, Councils, Waka Kotahi and other regional authorities to coordinate land-use and development decisions to prevent runoff from overwhelming the water services networks.

Need for reform

Some submitters commented that the situation illustrates the need for more than incremental adjustments – “it requires structural reform” to amongst other reasons ensure that the financial burden is shared fairly across generations rather than falling on today’s households.

Feedback on the engagement process

People commented via the survey and submissions on the engagement process. A number of survey respondents commented on flaws with the survey, including with the ability to submit the survey. Some noted that survey questions were loaded requiring trade-offs between core services. The Churton Park Community Association (CPCA) criticised the robustness of the modelling and the adequacy of public engagement.

Customer Charter

Approximately 110 people provided specific comment on the Customer Charter.

Public feedback on the draft Customer Charter showed strong interest in ensuring the Charter is a practical and meaningful accountability document, rather than a high-level statement of intent.

Overall, public feedback supports the idea of a Customer Charter, but many submitters felt the current draft needs to move beyond high-level commitments and become a more practical, specific, and accountable document. The strongest expectations were for:

- affordability protections
- measurable service standards
- transparent pricing and billing
- stronger customer service commitments
- clearer accountability and enforceable outcomes

As costs increase and water charging becomes more visible to households, many respondents expect the level of transparency, responsiveness, and accountability to increase significantly as well.

Affordability and financial hardship

Affordability was the strongest and most consistent issue raised across public feedback.

Many submitters considered that the draft Charter does not adequately address the affordability of future water charges. There was strong concern about the impact on low-income households, with some submitters noting that hardship policies alone would not be sufficient if baseline charges become unaffordable.

Many respondents wanted affordability to be treated as a core customer commitment rather than a secondary consideration. Suggestions included:

- an explicit “affordability” commitment within the Charter
- stronger wording that customers have a right to affordable water services
- commitments to keep annual price increases within defined limits (for example inflation plus 2%)
- annual consultation on proposed charges
- clear information on hardship support, rebates, abatements, or income-linked assistance.

There was also strong interest in ensuring Tiaki Wai demonstrates value for money, prudent financial management, and a clear focus on controlling costs.

Need for enforceable commitments and accountability

Many submitters felt the Charter is too aspirational and lacks practical accountability.

Feedback commonly described the Charter a document that reflects intentions rather than enforceable commitments. Submitters noted that most commitments restate legislative obligations or general customer service expectations without providing meaningful consequences if standards are not met.

Many respondents sought:

- measurable service standards customers can rely on
- enforceable commitments rather than broad aspirations
- service credits, compensation, financial remedies, or restitution where standards are not met
- stronger accountability mechanisms appropriate to a monopoly service environment

There was concern that without clear consequences, customer service standards may deteriorate over time.

Clearer service levels and measurable standards

A strong theme was the need for specific, practical service commitments.

Submitters wanted clearer information about:

- how service performance will be measured and reported
- expected response times for outages, leaks, faults, and complaints
- what customers can expect during service disruptions
- how complaints and disputes will be managed and resolved
- how performance will be monitored and made visible to the public.

Many respondents felt the Charter should move beyond general principles and provide standards that are specific, measurable, and capable of being monitored.

Pricing transparency and billing clarity

There was strong demand for clearer information about pricing and billing.

Submitters wanted better explanation of:

- how water charges are set
- how pricing decisions are made
- what customers are paying for
- how costs are justified
- how the transition from rates-based funding to direct water charging will work
- how metering and billing arrangements will apply in practice.

There was particular concern that increasing costs must be matched by stronger transparency, accurate billing, and clearer communication so customers can understand and challenge charges where needed.

Human contact and accessible customer service

Many submitters emphasised the importance of accessible and responsive customer service.

People wanted:

- phone hotlines for urgent issues
- actual phone numbers and contact details
- local offices or in-person service options
- paper bills as well as digital options
- the ability to speak with real people rather than chatbots or automated systems
- clear continuity of existing reporting systems where useful.

Public ownership, governance, and accountability

Submitters wanted stronger recognition of public ownership and clearer accountability to communities.

There was interest in:

- stronger commitments that water remains publicly owned
- reassurance against privatisation or profit-driven decision-making
- clearer explanation of how Tiaki Wai is accountable to councils and communities
- stronger democratic accountability through councils and shareholder relationships
- visibility of how major pricing and investment decisions are made

Some respondents emphasised that residents see themselves as owners rather than customers and expect stronger governance transparency as a result.

Support for vulnerable customers

Many respondents supported the principle that no household should be denied access to essential water services due to financial hardship.

However, they wanted clearer practical detail about:

- eligibility for hardship support
- payment plans and flexible payment arrangements
- income-sensitive billing options
- support for medically dependent and otherwise vulnerable customers
- how rates rebates and future water charges will work together

There was a strong expectation that support should be clear, accessible, and practical rather than stated only in principle.

Environmental responsibility and responsible water use

Some submitters supported stronger commitments around efficient and responsible water use. Suggestions included:

- better public education about water use and conservation
- household comparisons to encourage efficient usage
- practical advice to reduce waste
- early supportive engagement where high or unusual usage is identified
- ensuring environmental protection commitments are reflected in operational decisions, not only in principles

Overall sentiment

Overall, public feedback supports the idea of a Customer Charter, but many submitters felt the current draft needs to move beyond high-level commitments and become a more practical, specific, and accountable document.

The strongest expectations were for:

- affordability protections
- measurable service standards
- transparent pricing and billing
- stronger customer service commitments
- clearer accountability and enforceable outcomes

As costs increase and water charging becomes more visible to households, many respondents expect the level of transparency, responsiveness, and accountability to increase significantly as well.

Proposed response to feedback on the Customer Charter

Much of the feedback on the Customer Charter reflected a desire for greater detail about service performance, responses to service failures and disruptions, how complaints and disputes will be resolved, and how charges are set and explained.

The Charter is intended to act as a gateway to more detailed operational information on these topics. However, as Tiaki Wai is still an establishing organisation and the website that will host this supporting information is not yet live, the links in the draft Charter were not available at the time of consultation. This created frustration for some submitters, who expected immediate access to the detailed service information sitting behind the Charter commitments. The final Charter will include active links to this supporting information, which is expected to address much of this feedback and provide greater clarity and confidence for customers.

Significance and engagement policy

271 people provided feedback on the draft Significance and Engagement Policy through the survey.

Public feedback on the draft Significance and Engagement Policy emphasised that it must be practical, transparent, and focused on meaningful public involvement rather than adding another layer of bureaucracy. There was also strong emphasis on genuine engagement rather than token consultation.

Overall, the feedback suggests the Policy should prioritise:

- simple and accessible communication
- early, ongoing, and genuine engagement
- strong financial transparency
- visible accountability in governance and decision-making
- avoiding unnecessary duplication of policy documents/administrative cost.

Simple and accessible communication

There is a clear expectation for simple and accessible communication, with regular updates provided in plain language so communities can easily understand decisions, infrastructure investment, pricing changes, and service impacts. Respondents sought clearer explanations and more consistent communication to reduce confusion and improve trust.

Early, ongoing and genuine engagement

There was a strong emphasis on the importance of early, ongoing, and genuine consultation. Engagement should happen before decisions are made, not after perceived predetermined outcomes. Communities, households, and businesses want meaningful opportunities to influence decisions, particularly where costs, services, or account structures are affected.

Some felt excluded by the consultation process itself, including frustration with registration requirements and limited opportunities to discuss pricing impacts. Feedback called for more inclusive and responsive engagement, including improved access to information and opportunities for ongoing input. Suggestions include creating accessible platforms to track projects, submit community feedback, and evaluate engagement practices.

There is also a large emphasis on ensuring meaningful involvement of communities and iwi, particularly in defining what is significant and in shaping decisions early in the process.

Strong financial transparency

The feedback expresses strong concern about the rising cost of water infrastructure and rates in Wellington, and questions who should bear responsibility for past underinvestment. There is a view

that central government should contribute more funding, rather than the full burden falling on current ratepayers.

A major concern across feedback was the need for strong financial transparency. Many respondents linked significance directly to the affordability of water services, rates, and household charges. People want clearer explanations of where money is going, how decisions are made, and stronger assurance that spending is controlled and justified.

There is strong demand for clear reporting on spending, value for money, and assurance that funds are being directed toward essential infrastructure rather than unnecessary overheads.

Visible accountability in governance and decision-making

There's a consistent push for stronger, more visible accountability across governance, finances, and operations. Respondents want far greater transparency around contracts, costs, executive pay, and how funds are used, alongside clearer, more frequent reporting and benchmarking of performance.

A key concern is that too much discretion sits with the organisation in defining "significant" decisions. Submitters argue that areas like pricing, major contracts, infrastructure investment, and financial risk should automatically require early and meaningful public consultation, rather than being decided internally first.

Another dominant theme is the imbalance between who pays and who decides. While ratepayers fund the system, they currently lack real governance power. Many propose giving ratepayers formal representation—such as shareholder status, voting rights on major decisions, and regular community meetings—to better align accountability with those bearing the costs.

Operationally, there are calls for fairer and more competitive procurement practices, stronger oversight of contractors, and safeguards such as Living Wage requirements. More broadly, respondents express frustration with perceived inefficiency and bureaucracy, and want simpler, more practical governance that focuses on delivering tangible outcomes rather than administrative process.

Avoiding unnecessary duplication of policy documents and administrative cost

Respondents stressed the importance of avoiding unnecessary duplication of policy documents and administrative cost. Many viewed additional policies and consultation processes as costly if they do not lead to better outcomes. There is a strong preference for streamlined processes that focus resources on service delivery and infrastructure improvements rather than bureaucracy.