



Tiaki Wai

BOARD PACK

for

Tiaki Wai - Public Board Meeting

Friday, 17 April 2026

9:00 am (NZST)

Held at:

Tiaki Wai

Room A, Ground Floor, 79 Boulcott Street, Wellington

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AGENDA



Care in every drop | He wai whakauka

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

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 Confirm Minutes

9:05 am (2 min)

Will Peet

For Decision

Recommendation: That the Board **approve** the minutes of the meeting held 18 March 2026 as a true and correct record of that meeting.

Supporting Documents:

1.2.a Minutes : Tiaki Wai - Public Board Meeting - 18 Mar 2026	9
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1.3 Interest Register

9:07 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:

1.3.a	Interests Register	13
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2. Standing items

2.1 Chief Executive's Report

9:09 am (15 min)

Michael Brewster

For Noting

Recommendation: That the Board **receive** the Cheif Executive's report.

Supporting Documents:

2.1.a	02.1 - Chief Executives Report to April Board.pdf	15
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2.2 Establishment Director's Report and Progress Dashboard

9:24 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 04 17 - Establishment Directors report.pdf	18
2.2.b	02.2a - 2026 03 31 Mar - Tiaki Wai Est Prog - Progress Dashboard (1).pdf	22

2.3 LGOIMA Policy

9:39 am (5 min)

Bryan Patchett

For Decision

Recommendation: that the Board:

1. **Approve and adopt** 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. **Note** 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.

Supporting Documents:

2.3.a	02.3 - 2026 04 17 - LGOIMA Policy.pdf	30
2.3.b	02.3a - Tiaki Wai Establishment Team - LGOIMA Policy.pdf	32

2.4 Questions from the Public

9:44 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 6. The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of its resolution are as follows:

	Subject Matter	Reason for Public Exclusion	Ground(s) under section 48(1)
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)
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)

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

9:49 am (10 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 Actions List

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

4. Post Day One Matters

4.1 Wellington Water CE update to Tiaki Wai

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

4.2 Pūnaha Tautoko Pūkenga (TSI) sequencing

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

4.3 Critical assets targeted update

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

5. Establishment Phase Matters

5.1 Customer Model Implementation update

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

5.2 Billing digital options and IQA

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

5.3 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

5.4 Legal transfer options

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

5.5 Lunch

5.6 Insurance coverage and risk appetite

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

5.7 Treasury update

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

5.8 Financial Position update

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

5.9 Regulatory Update

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

5.10 Board Only Time

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

6. Other Business

6.1 Any other business

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

6.2 Move out of in committee

Will Peet

For Decision

7. Close Meeting

7.1 Close the meeting

Next meeting: Tiaki Wai - Board Meeting - 13 May 2026, 9:00 am

The Chair to close the hui with a karakia.

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

TIAKI WAI - PUBLIC BOARD MEETING



Name:	Tiaki Wai
Date:	Wednesday, 18 March 2026
Time:	8:45 am to 9:55 am (NZDT)
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, Michael Brewster, Bryan Patchett
Guests/Notes:	1.2- 2.4 Randall McDonnell (public)

1. Meeting Administration

1.1 Board Only Time

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

1.2 Chair's Welcome

The Chair welcomed all, particularly Randall McDonnell, a member of the public and opened the meeting with a karakia.

The apology from Jon Lamonte until 10:00 am was received, and the agenda for the meeting was outlined and confirmed with no further general business added.

1.3 Confirm Minutes

Tiaki Wai - Public Board Meeting 19 Feb 2026, the minutes were confirmed as presented.

1.4 Interest Register

The Chair informed the Board that he is now the Deputy Chair of the Public Trust. Elena Trout provided a correction to her register, which was updated accordingly.

2. Standing items

2.1 Establishment Director's Report

The Establishment Director's report was received, and he spoke to the highlights.

The Chair acknowledged and thanked the establishment team for their continued pace and significant output of critical work. The Establishment Director (ED) was asked to outline the challenges to the programme.

Customer Care

The ED noted the challenging start point with a range of customer models, limited capability, sensitivity and the significant time to reach a practical and workable solution the team can have confidence in achieving on day one. The day one model will rely on council support for ~12

months with a consistent prepared approach, which is expected to result in a better overall experience, over time.

Billing

The team are confident in their ability to generate an accurate invoice and is conscious of clear customer communication and payment options. The ED outlined the changes in payment options, particularly the proposed introduction of Payable to manage credit card payments noting that this is likely to be staged with each council. Any delay in issuing water bills is unlikely, but if it occurs more likely to be from a single council. The Board reiterated its desire to move to a more frequent billing cycle as a Day Two target.

Transfer documentation

The Board expressed concern with the level of assurance to support decision making on the transfer documents required for 1 July 2026, and asked for confirmation and comfort in receiving quality information in the time expected. Amanda Stevenson of Simpson Grierson outlined the investment of time and confirmation of Council decision meetings and conveyed comfort in meeting the timeframes. The Board is cognisant that there is no time for delay in the timeframes, and noted the Chair has addressed this with Shareholders. The ED is aware of the legal accountabilities Tiaki Wai will be assuming and noted that change differences are being identified clearly with staff.

Asset Transfer

It was acknowledged that the asset transfer wash-up process is expected to have a long tail, particularly with assets on Crown or council reserve land. The Board heard that the list of assets to transfer by each council will be provided by 31 March as a schedule in the Draft Transfer Agreement. The Chair spoke to the two large reserves (Kaitoki and Wainuiomata watersheds) where agreement in principle has been reached for Tiaki Wai to have full rights and control of the water asset, which is likely to be through a perpetual lease rather than ownership. The Chair noted that the working principle is that Tiaki Wai must have full operational control of assets for the provision of water services.

Cost assumptions

The Board questioned the cost assumptions in the brand identity rollout. The CE confirmed the approach of balancing being judicious and demonstrating care with expenditure and the investment in brand.

2.2 Progress Dashboard

The progress dashboard was received.

2.3 Questions from the Public

The Chair opened the meeting for questions.

Randall McDonnell spoke to his situation with Wellington Water and asked:

"Along with the assets and contracts, how will private property owners' interests be protected when there are assets that go under their properties, and they fail?"

The Chair noted that he was unable to comment on a particular situation and confirmed that all obligations, including current issues with Wellington Water, will transfer directly across to Tiaki Wai on 1 July 2026.

Mr McDonnell did not expect an answer to this question now and elaborated that his interest is in ensuring Tiaki Wai values the protection of property owners' rights from poor quality workmanship, and that its governors have awareness of the issues they are inheriting.

Mr McDonnell was thanked for his questions and attendance.

2.4 Move into in committee

Resolved 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:

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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	Establishment Phase Matters		
4.1	Water Services Strategy	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
4.2	Debtors Management Policy	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
4.3	Transfer agreement planning and progress update	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
4.4	Customer Model update	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
4.5	Billing digital options and IQA	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
5	Post Day One Matters		
5.1	Critical assets and network risks	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
5.2	Lease for Wellington Water	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
5.3	Metering update	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
5.4	General Business	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)

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

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

3. Close Meeting

3.1 Close the meeting

Next meeting: Tiaki Wai - Board Meeting - 17 Apr 2026, 9:00 am

The Chair closed the hui with a karakia.

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

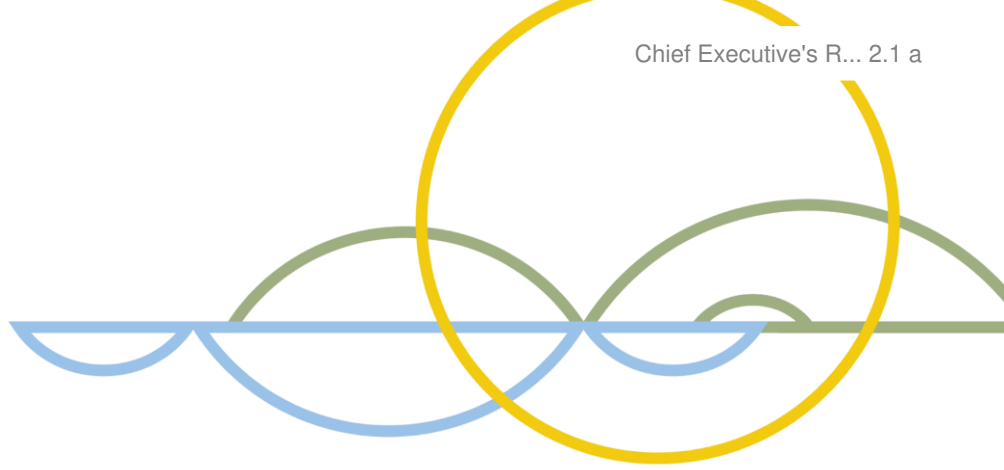
Tiaki Wai



As of: 17 Apr 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
	Ophua 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



Chief Executive's Report

To	Tiaki Wai Board
From	Michael Brewster, Chief Executive
Date	17.04.2026
Recommendation	It is recommended that the Board note the information provided in this report

Executive Summary

1. The purpose of this report is to share early observations with the Board, noting that there are several key areas of focus to ensure operational stability and effectiveness for Tiaki Wai from 1 July 2026.
 2. Tiaki Wai is progressing through establishment with a clear understanding of both the opportunity and the challenges ahead. The focus remains on achieving a stable and credible Day One, while ensuring the organisation is positioned to transition effectively into its operational phase. Success will depend on maintaining disciplined prioritisation, aligning ambition with delivery capacity, and continuing to build confidence across stakeholders, employees, and customers.
-

Current Position and Direction

3. Tiaki Wai is progressing through its establishment phase with most elements moving in the right direction. However, the timeframe to Day One is tight and requires close management.
 4. There are a significant number of interdependent workstreams that must come together to achieve a stable transition. This is placing considerable pressure on both the establishment team and Wellington Water, with resources across both groups stretched. This creates a real risk that Day One is achieved in a way that meets minimum requirements but lacks resilience. At the same time, focus cannot remain solely on establishment. Work has commenced to position Tiaki Wai to maintain momentum beyond Day One, including putting in place the frameworks and support required for the initial operational phase.
 5. From a people perspective, Wellington Water employees appear to be generally positive about the formation of Tiaki Wai and keen to see progress. There is, however, a degree of uncertainty about what the change will mean in practice, which will need to be actively managed through regular engagement and consistent messaging. This will include providing employees with clarity of purpose and clear direction for the next two to three years.
 6. The areas of most immediate focus are resolving the capital structure to a point where Directors have sufficient confidence to sign transfer agreements, accelerating post-Day One preparation
-

despite current resourcing constraints, and ensuring there is no delay in establishing customer service and billing arrangements with councils.

Establishment Progress and Constraints

Progress

7. Notwithstanding the compressed timeframe, a number of areas have progressed well.
8. Billing and customer service arrangements are advancing, with key risks and issues being identified early. Councils are now actively engaged and aligned around a common scope, which is improving confidence in delivery.
9. The working relationship between the establishment team and Wellington Water has strengthened. While there is more to do to build trust, there is clearer alignment on priorities and how challenges are being approached.
10. The executive recruitment program is progressing well and will provide Tiaki Wai with the bench strength necessary to affect its strategy
11. There has also been progress in developing the post-Day One model and the next phase of the organisational design, alongside an increasing understanding of stakeholder expectations and the operating context that Tiaki Wai will inherit.

Constraints and Areas of Unease

12. As establishment work has progressed, several pressures have become more apparent.
13. The time remaining to Day One, relative to the work still required, remains a key concern. This is compounded by the intensity at which both the establishment team and Wellington Water are operating, which is not sustainable over an extended period.
14. The execution of the transfer agreements is dependent upon Directors collectively and individually being confident that Tiaki Wai meets key solvency thresholds as outlined in recent legal advice. Management has been engaging with Councils on possible forms of additional financial support. While good progress is being made, the schedule is very tight and is contingent upon interdependent decisions involving Councils, LGFA and the Board during May and June.
15. There is also a level of residual operational risk within Wellington Water, including exposure to potential environmental events, which sits alongside the establishment challenge.
16. From a leadership perspective, there is a need for me to continue building a sufficiently deep understanding of Wellington Water's culture and operations to ensure that future decisions are well grounded and appropriate for the environment Tiaki Wai will inherit.

Areas Receiving Close Attention

17. The following areas are being monitored closely:

Customer service and billing readiness:

Ensuring systems and processes are in place to support customers effectively from Day One.

Capital structure and funding arrangements:

Progress toward a position that enables Directors to sign transfer agreements with confidence, including alignment with LGFA requirements.

Programme capacity and delivery pressure:

The risk that current resourcing constraints impact the stability of both establishment and early operational delivery.

Frontline operational insight:

Ongoing engagement with depots and treatment plants to maintain a direct understanding of operational realities.

Budget confidence:

Work has progressed to lift confidence in the FY2026/7 opex and capex budgets. The findings of these two reviews will be reported to the Board for budget approval in May.

Commerce Commission:

The Commerce Commission is considering the extent of regulation to apply to Tiaki Wai for year 1.

Brand and establishment expenditure:

Ensuring spending remains disciplined and limited to what is necessary for establishment.

18. Key risks if not actively managed include delays to executing transfer agreements, insufficient readiness to support customers at Day One, and loss of momentum as the organisation transitions from establishment to operations.

Day One Position and Forward Trajectory

Day One Position

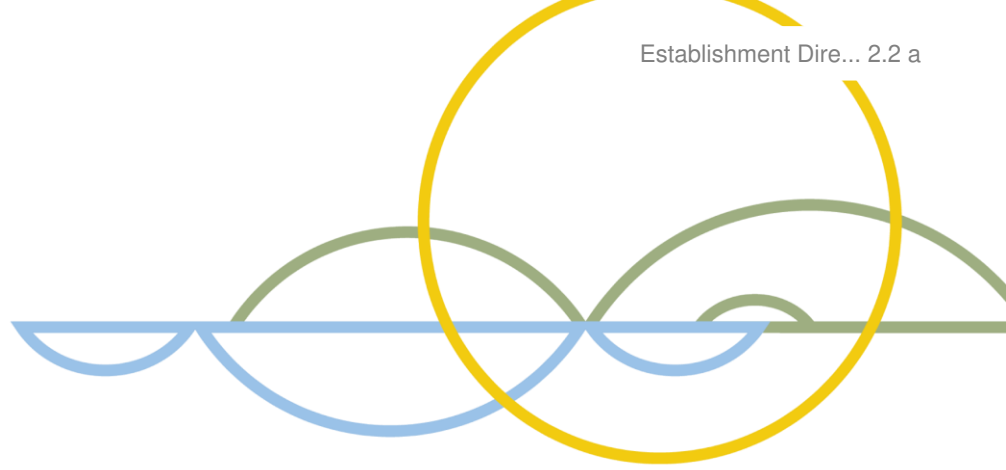
19. On Day One, the primary objective is that customers experience no reduction in service and have a clear understanding of the transition to Tiaki Wai, including the separation of water charges from council rates.
20. While this outcome is achievable, it will require continued focus to ensure that customer-facing functions, particularly billing and service delivery, are fully operational and stable.

Emerging Tensions

21. The establishment phase is highlighting a number of tensions that will need to be actively managed as the organisation transitions into operation.
22. There is a clear trade-off between the ambition to move quickly and the capacity available to deliver. There is also a need to balance immediate establishment priorities with preparation for the organisation's first full year of operation.
23. More broadly, there are competing pressures between ensuring continuity of service, sequencing change appropriately, and delivering on the expectations of shareholding councils as set out in the Statement of Expectations.

Shaping the Path Forward

24. In response, the focus is on establishing a more sustainable platform beyond Day One while progressing key Board priorities. This includes providing planning and capital delivery functions within Wellington Water with confidence that the Tiaki Wai operating model will support timely and effective investment decisions.
25. Work is also underway to establish a dedicated transition capability to support the move into operations and reduce pressure on the Establishment Team. This involves temporarily expanding the existing Wellington Water Transition team. This expanded team will also be responsible for standing up the Enterprise Change and Performance Office.
26. The Wellington Water Strategy and Planning Group has been requested to start work on how WSS2 will be resourced and delivered.
27. More broadly, the intent is to ensure that the organisation enters its operational phase with a clear sense of direction, realistic expectations, and the capacity to deliver on key commitments.
28. I would also note my appreciation for the support received from Dougal List and the Establishment Team, and Wellington Water CE Pat Dougherty and his executive team.



Establishment Director's Report

To	Tiaki Wai Board
From	Dougal List, Establishment Director
Approved	Michael Brewster, Chief Executive
Date	17.04.2026
Recommendation	It is recommended that the Board receive the information provided in this report.

Executive Summary

1. With around 55 working days to go, the Tiaki Wai establishment programme remains on track for Day One, 1 July 2026 operational launch.
 2. The critical path is contingent on completion and execution of: transfer agreements, financing arrangements, the Water Services Strategy (WSS); and the Day One customer service model, including billing.
 3. While March saw good progress on these critical path activities, there is minimal contingency in terms of timeline; scope will need to be tightly managed; and interdependent decision milestones met.
 4. The programme is working at a level of pace and intensity that is placing pressure on key Establishment Team staff, Wellington Water and councils. This focus needs to be maintained through to Day One in a way that sets Tiaki Wai on a sustainable pathway for Day Two.
-

Notable progress

5. The establishment programme remains on track for the operational go-live of Tiaki Wai on 1 July 2026. Highlights of the past month include:
 - 5.1 **Transfer agreements** - while the Partners' Committee representatives have not approved the draft Transfer Agreement template documents, councils completed their first drafts of the schedule population by 31 March. This will support review and assurance during April and decision processes in May / June.
 - 5.2 **Draft WSS public engagement** – the engagement period began on 25 March and will close on 22 April. As of 10 April, there have been over 3000 visits to the Tiaki Wai website, with 663 responses to the survey received and 16 submissions via email. This represents a strong engagement rate of 29% (average engagement for similar activity generally sits around 10%). We have held community webinars and engaged with elected members and key stakeholders. Webinar recordings are on the engagement website haveyoursay.tiakiwai.co.nz. An initial feedback review, halfway through engagement,
-

indicates ten-year projected water service charges are a key issue and causing concern. Detailed analysis will be provided once all feedback has been received. From there, submissions will be analysed before the WSS is finalised. This will also be informed by the ongoing review of OPEX and CAPEX assumptions.

- 5.3 **Draft WSS media and social media** - all main news media have covered the release of the draft WSS, focusing on water services charges, especially 2036 projected figures. Coverage has been generally balanced and accurate. Social media posts encouraging engagement have attracted comment, primarily expressing concern about projected costs, also a topic on talkback radio. Questions about whether rates will be lower are being dealt with by Councils.
- 5.4 **Tiaki Wai communications** - Beyond feedback on water charges, comments on social media and questions to the Tiaki Wai inbox still indicate relatively low awareness and understanding of Tiaki Wai. In March, there were 5,400 active users on the Tiaki Wai website, up 20% on February. Twenty-seven questions to the Tiaki Wai inbox were received in March, increasing after the release of the draft WSS. From late April, Tiaki Wai communications will focus on two key changes: reporting faults and issues to Tiaki Wai and paying water services charges directly to Tiaki Wai. In April and May, ratepayers will receive a leaflet with Q4 rates invoices, explaining how their payment for water services is changing, supported by a new page on the Tiaki Wai website. Tiaki Wai will continue to provide information via councils and directly to community groups. In June, a leaflet will go to every household in the region.
- 5.5 **Public information campaign** - from late April, a campaign across social media, radio, out-of-home (posters, bus-backs) and newspapers will target raising awareness and informing people about key changes. It will be phased through to late July/early August when the first water bill is due to be delivered. The approved budget for the campaign is \$420,000 – under three dollars per water connection.
- 5.6 **Customer model** - confirmation of the Day One customer model and detailed implementation planning is underway.
- 5.7 **Billing** - progress on billing, including implementation of the management response to the IQA.
- 5.8 **Tiaki Wai Chief Executive** - Michael Brewster continues to quickly build relationships and understanding of key issues.
- 5.9 **Organisational design** – the consultation period for the first phase of the Tiaki Wai functional model was completed with Wellington Water staff and next steps actioned. Five Tier 2 roles are in the market for recruitment.
- 5.10 **Insurance coverage** - presentations were completed in London.
- 5.11 **Establishment team resourcing** - changes and increases to capacity as we move from planning to implementation phase. This has included:
- 5.11.1 Shifts in leads roles to increase focus and leadership of key work areas, including new governance, customer, billing and programme leads.
- 5.11.2 The Programme and Governance Lead, Scott McKenzie has moved on from the programme. Scott was a key part of the establishment programme. This included delivering significant work in relation to establishment planning, programme management and reporting, Board and ESG governance, as well as working with councils and leading the billing project.
- 5.11.3 Onboarding of additional delivery capacity, including for customer (with support from Wellington Water), identity roll-out, communications and project management.

Key challenges

Critical Path

6. The critical path to Day One is contingent on completion and execution of: transfer agreements, financing arrangements, the WSS; and Day One customer service model, including for billing. While March saw good progress on these critical path activities there is limited contingency in terms of timeline, and scope will need to be tightly managed.
7. The critical path is also contingent on the interdependent decision making on transfer agreements by both councils and the Board during May and June.

Customer and billing

8. These two key areas of the programme are red risk level. This is mainly 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.
 - 8.1 The interim customer service model has been approved. Efforts are now focused on the detailed planning, design and resourcing needed to deliver the approved model. This is being closely monitored and supported to stay on track.
 - 8.2 Billing continues to be a high-risk activity that is being actively managed by the Billing Sponsor Group (BSG). The Independent Quality Assurance (IQA) review has been completed, and a management response has been implemented. There is some risk to IT delivery from outstanding technical questions, but generally, the project is on track.

Establishment programme wind-down and transition

9. With around 55 working days to go, we have much to do still, and some work will run past Day One. Tiaki Wai will require support for this work from establishment programme resources, which need to be integrated into Tiaki Wai along with Wellington Water and council staff.
10. Most establishment contracts currently finish on 30 June 2026. To ensure continuity for establishment and to support capability and capacity requirements for Tiaki Wai, some contracts will need to be extended.
11. In general, the approach proposed is that where there is a need for continuity of support post-Day One, establishment programme contracts will be extended to 30 September 2026. During this time, Tiaki Wai can determine whether to wrap up these contracts earlier, apply further variations, or resource this work through other means.
12. Some contracts may need to be extended longer (or shorter), and this will be considered on a case-by-case basis.
13. It is proposed that all the contracts held by Porirua City Council (PCC) that extend past 30 June 2026 and office equipment will transfer to Tiaki Wai on 1 July 2026 as part of the PCC transfer agreement process.
14. Up until 30 June 2026, contract costs will continue to be paid by PCC and funded by all five councils as per the terms of the Funding Agreement.
15. From 1 July 2026, Tiaki Wai will be accountable for paying all transferred contract costs, unless otherwise agreed.

Budget and working funds

16. Programme spend was approximately \$8.3m to the end of March in relation to an approved budget of \$15m. Total forecast expenditure for the year is now \$16.5m.
 17. A further update and request for an increase to the budget of up to \$16.5m will be sought from the ESG on 15 April. A verbal update on this will be provided to the Board.
 18. Tiaki Wai now has transactional banking arrangements with ANZ. As yet, however, it has no working funds and remains reliant on PCC (and Wellington Water for some matters) for all financial transactions.
 19. From 1 July, Tiaki Wai will have access to funding from a working capital facility and via debt through the LGFA.
 20. To provide Tiaki Wai with working funds ahead of this being in place, it is proposed that shareholding councils transfer initial working funds to Tiaki Wai.
 21. The quantum and process for this is still being considered. In principle, support for this approach is sought from the ESG. Following confirmation of the approach and quantum, an out of cycle approval for this will be sought from ESG.
-

Health, safety and well-being

22. There are no establishment programme health and safety issues to note.
 23. Staff have continued to work hard and show strong commitment to delivery, quality and how we work with our partners and shareholders.
 24. 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.
 25. The establishment programme's wellbeing is being supported through ongoing team engagement, visible leadership and check-ins, recognising the challenging and complex nature of the programme. This has been significantly boosted with the addition of CE Michael Brewster, who has added considerable leadership and sector experience. In particular, this has helped to clarify accountabilities and relationships with Wellington Water and in the path to Day Two.
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Issues and risks

26. 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 programme dashboard for further details.
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Appendices and attachments

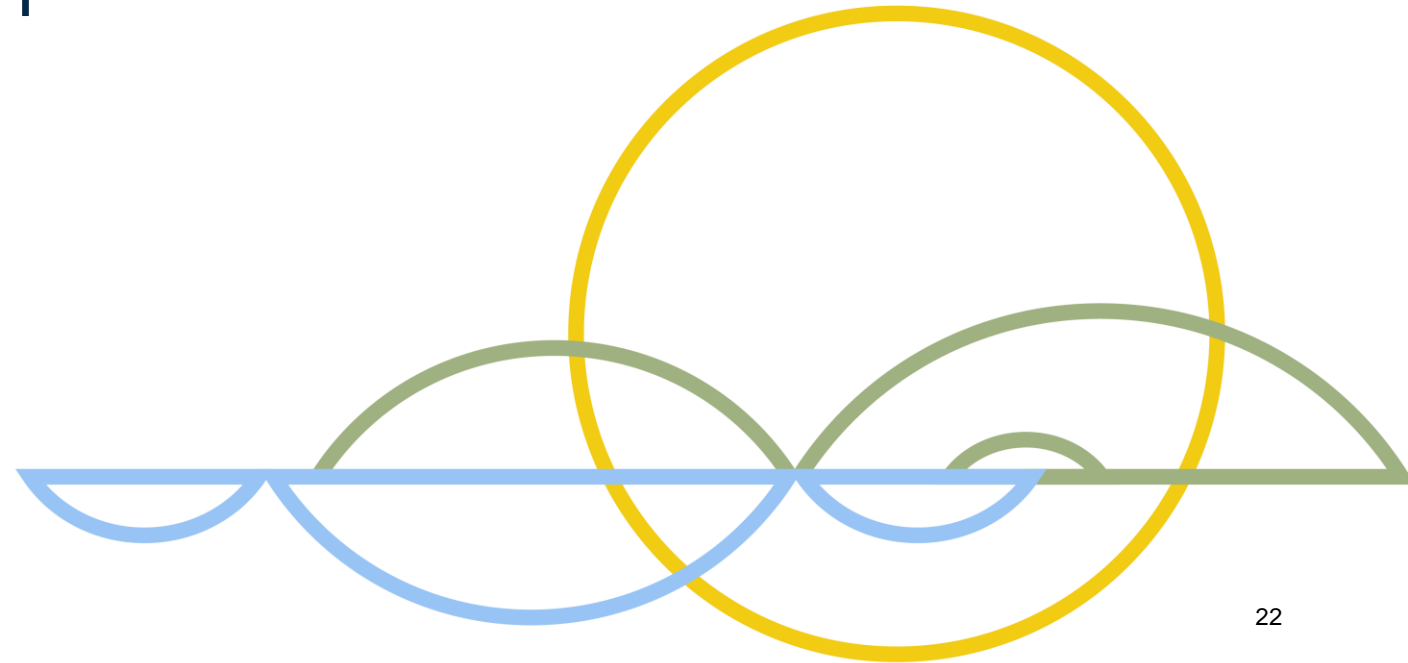
Programme dashboard report

TIAKI WAI

Care in every drop | He wai whakauka

Establishment Programme: Monthly Progress Report

As at 31 March 2026



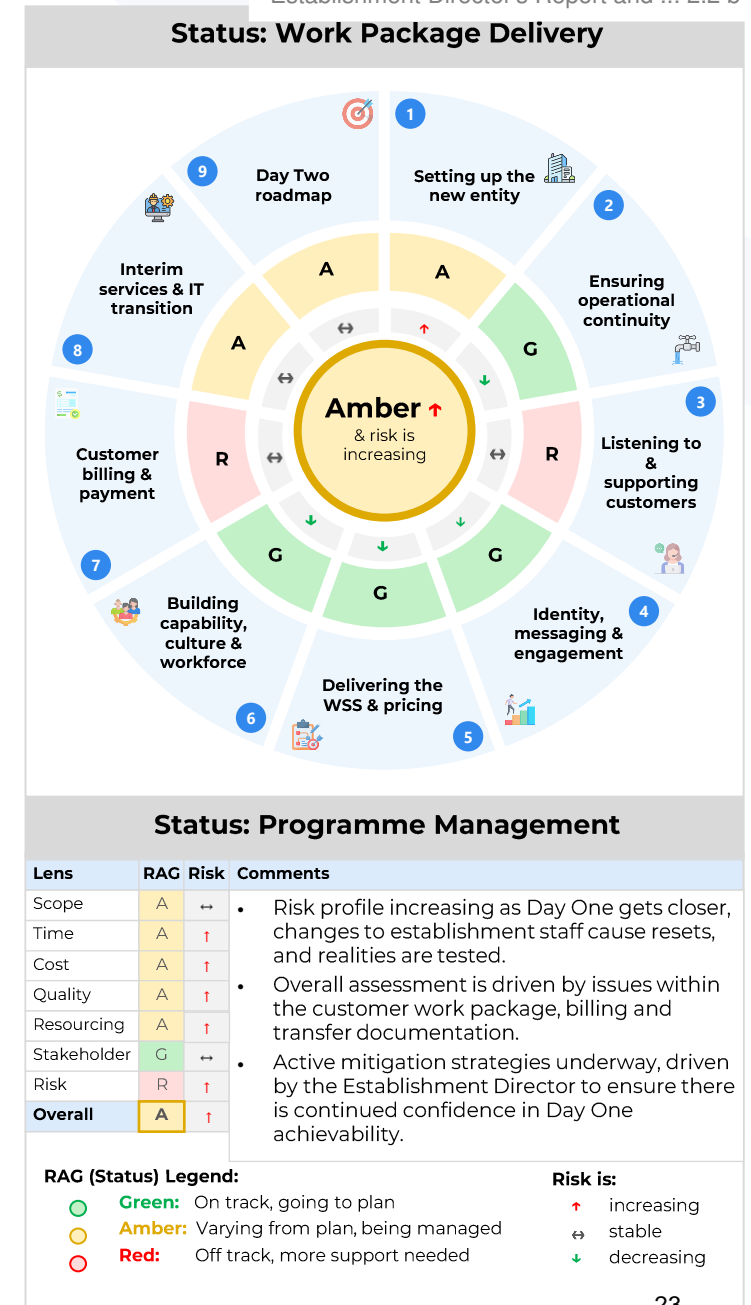
Executive Summary

The programme remains on track for Day One. The critical path is however contingent on completion and execution of: transfer agreements, financing arrangements, the WSS; and Day One customer service model, including for billing. March saw good progress on these critical path activities. Highlights include:

- While the Partners' Committee representatives have not approved draft Transfer Agreement template documents, councils completed the first draft of schedule population by 31 March to support review and assurance during April and decision processes in May / June.
- WSS public engagement started on 25 March. Public events have been well attended and we have already received around 500 submissions. Engagement closes on 22 April. From there, submissions will be analysed before the WSS is finalised.
- Customer and billing: These two key areas of the programme are red, mainly 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 no timeline or scope contingency.
 - The interim customer service model has been approved. Efforts are now focused on the detailed planning, design and resourcing needed to deliver the approved model. The Establishment Director is closely monitoring and supporting the team to get back on track.
 - Billing continues to be a high-risk activity that is being actively managed by the Billing Sponsor Group (BSG). The Independent Quality Assurance (IQA) review has been completed and a management response has been implemented. There is some risk to IT delivery from outstanding technical questions, but generally the project is on track.
 - A ramp up in communications with customers about future water charges, billing and payment arrangements will be visible, including messaging to be included with councils' Q4 rates notices.

The Department of Internal Affairs (DIA) Quarterly Progress Report has been drafted and is ready for approval by ESC. The report is on track for lodging with DIA at the end of April. This demonstrates ongoing delivery, in line with the WSDP and Establishment Plan.

Incoming Tiaki Wai Chief Executive, Michael Brewster, has joined the organisation and spent his time getting rapidly up to speed with the most challenging issues in play for Wellington Water (WWL) and the establishment of Tiaki Wai. Close working relationships with the Tiaki Wai Board, Establishment Director, Council Chief Executives and the WWL are in place.



Highlights & Challenges

Highlights from the Last Period

- Water Services Strategy (WSS) engagement started on 25 March and is due to close 22 April 2026. Engagement events and feedback surveys have been well received. Elected Member briefings on the WSS completed with Councils.
- While the Partners' Committee representatives have not approved draft Transfer Agreement template documents, councils completed the first draft of schedule population by 31 March. These are now working through a review and assurance process.
- Confirmation of the Day One customer model and detailed implementation planning underway.
- Progress on billing, including implementation of the management response to the IQA.
- Michael Brewster started in Tiaki Wai CE role and is quickly building relationships and understanding of key issues.
- Consultation period on Tiaki Wai Organisational Design completed with WWL staff and next steps actioned. Five Tier 2 roles in the market for recruitment.

Focus for the Next Period

- Wrap up public engagement on the draft WSS, Customer Charter and Significance & Engagement Policy, and begin analysis of feedback. Feedback will include comments from the Partners' Committee.
- Finalise transfer documentation and focus effort on review, assurance and resolving matters of dispute to support decision making.
- Preparation for Council decision making on the transfer agreements with meetings scheduled from 13 to 28 May. These will also be considered by the Tiaki Wai Board at May and June meetings.
- Agree Local Government Funding Agency (LGFA) term sheet, including covenant glide path.
- Significant effort being placed into Customer workstream to deliver on the agreed customer model.
- The Billing service model implementation to proceed at pace to provide confidence that it stays on track.
- Increased customer engagement, including launch web content for interim website and notices as part of Q4 council rates.
- Continue to progress Tier 2 recruitment and Day One customer support roles.

Financials

- In November, the ESG agreed the 'approved budget' of \$15m noting the forecast expenditure of \$18.1m
- A further a further update and potential request for an increase is to be provided by April, informed by March actuals.
- Actual spend end March FY25/26 is approx \$8.3m (= 55% budget). This is in line with forecast expenditure.
- An updated budget request will be provided to the ESG seeking increased budget for 2025/26 of up \$16.5m.

Challenges

1. **Timeline, scope and complexity.** The programme is and will remain challenging to meet Day One as well as pathway to Day Two. Constraints include capacity for the programme as well for WWL / councils.

Being actively managed with through detailed planning.

2. Managing the **end-to-end Transfer Agreement** drafting, population, review and approval process to ensure council and Board approvals are planned for, timings realistic and briefings booked in advance. This is challenging given the nature of the transfer and multiple parties required to agree the transfer documents.

This has now been mapped out with Councils and is progressing to plan, but is a critical path activity requiring active management by all parties, and proactive support by Legal Lead.

3. The resourcing changes and subsequent reset of the **customer experience model** have been worked through. While risks are slightly reducing, the complexities of working across multiple organisations contributes to this challenge.

Resolution is being actively managed by the Establishment Director working with the ESG and WWL to ensure the team is resourced to deliver the approved model.

4. The **interim billing arrangement** is a complex solution with multiple external dependencies and little/no contingency time for slippage.

Chief Executives (via ESG) have requested that the status of the billing project should remain at 'red'. This reflects that billing remains a critical path item with a high delivery-risk profile and requires sustained focus across all teams. The IQA report and implementation plan have helped to strengthen delivery confidence and reduce risks associated with the work.

5. **Financial position of Tiaki Wai** on Day One remains a challenge. Options are being developed with shareholders in relation to the starting financial position. Attaining an agreed FFO-to-debt glide path acceptable to LGFA, under time pressure remains a challenge.






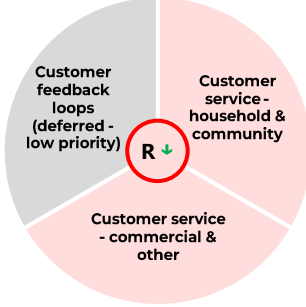
Being actively managed through engagement with the ESG and the Board.

6. Ensuring there is alignment between Tiaki Wai and WWL Boards on **how significant WWL programmes are advanced, including the Technology Systems Improvement (TSI) and metering.**

Agreement was reached in February for TSI to proceed into its next phase. CE Michael Brewster now chairs the TSI Steering Group. Sequencing approval to be sought at April Board meeting.




By Work Package

(Entity | Operations | Customers)

1 Setting up the new entity 	2 Ensuring operational continuity 	3 Listening to & supporting customers 
 <p>This work package is mostly on track, with the exception of transfer agreements and SLAs. Increased risk around accurate and timely population of the transfer agreement schedules (councils) and due diligence of this information (WWL) to support decision making. Working on how our team can best support these processes. LGFA engagement continues.</p>	 <p>This work package is on track. Risk and Assurance summaries are on track for delivery to Tiaki Wai CE early April. Resources are in place for a big push on Statements of Work and Day One Readiness tasks. The Stormwater Taskforce continues to progress well.</p>	 <p>This work package is red on basis of complex delivery risks and fixed deadline. Interim customer service model and associated arrangements have been approved by ESG and Board. Realignment of delivery plan underway. The Board and CE are being kept apprised of the issues and proposed resolutions.</p>
Highlights from the Last Period		
<ul style="list-style-type: none"> Resolved remaining council specific issues with Net Asset Calculation Manual (NACM). Insurance presentations completed in London. Public engagement commenced (25 March) and briefings provided to all councils and the Partners' Committee. Template Transfer Agreement in a form ready for Council informal approval, due diligence advanced, schedules drafted. SWDC share buy-back remains in progress. 	<ul style="list-style-type: none"> Operational due diligence report with WWL for fact check and management response. Preparing the approach and resourcing to work with Councils and WWL to prepare the Master Services Agreement and attached Statements of Work, and the Shared Services Agreement. Growth Planning Integration resource on board and ready to start. Day One Readiness Plan back on track and progressing well. 	<ul style="list-style-type: none"> Two Business Analysts, and a Technical Writer/Lead Trainer recruited to support Delivery phase commencing after Easter. Customer contact model was approved by ESG / Board and is now in its next phase of design. Customer scoping paper and milestones presented to ROG. Commercial customer service design has resumed. Customer SoW first draft in progress, due mid-April.
Focus for Next Period		
<ul style="list-style-type: none"> Agree LGFA term sheet, including covenant glide-path. Commence procurement of working capital facilities. Finalisation of transfer document templates and NACM. Review and assurance process of transfer agreements. Prepare for decision making. Review contracts provided by Councils and Wellington Water. Insurance market response assessment and coverage level discussions. 	<ul style="list-style-type: none"> Wrap up of Operations Due Diligence for the Tiaki Wai CE. Emergency Management workshop on 22 April. Master Services Agreements, Statements of Work and Shared Services Agreement being drafted alongside Councils and WWL. Growth Planning Integration work to commence. 	<ul style="list-style-type: none"> Completion of all high-level business requirements across Customer. Initiating sprint cycles for key deliverable development, including customer contact model, website development, and commercial service design. Full Delivery team to be in place. Recruit customer care team. IT tech design and build, including web forms, underway. Website transition plan for Delivery to be finalised.
Key Interdependencies and Challenges		
<ul style="list-style-type: none"> High reliance on quality and timeliness of advice/information from councils and WWL, and availability of support/facilitation of this from the Establishment Team. Timing constraints will be challenging to support required decision making milestones. Achieving alignment of decision making will need careful management. 	<ul style="list-style-type: none"> The successful integration of council operations services and functions across to Tiaki Wai. The Transfer Agreement schedule and SoW for stormwater is likely to be complicated and challenging to pull together. The availability of key resources as the pressure comes on to completing priority tasks. 	<ul style="list-style-type: none"> 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 + changes in resourcing.




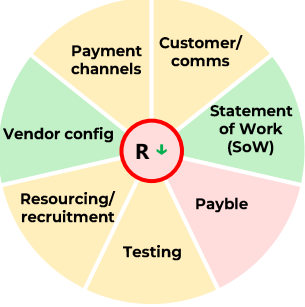
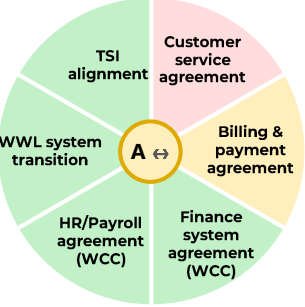

By Work Package

(Identity | Water Services Strategy | Workforce)

<div style="display: flex; justify-content: space-between; align-items: center;"> 4 Identity, messaging & engagement </div>	<div style="display: flex; justify-content: space-between; align-items: center;"> 5 Delivering the WSS & pricing </div>	<div style="display: flex; justify-content: space-between; align-items: center;"> 6 Building capability, culture & workforce </div>
 <p>This work package is on track. The Tiaki Wai identity final guidelines have been signed off and identity roll out plan agreed. Customer comms continues to ramp up with public awareness campaign commencing from the end of April.</p>	 <p>This work package is on track, though timelines remain tight and reliant on financial decisions for completion of the WSS. Following Board approval, public engagement on the WSS (and Customer Charter, and Significance and Engagement Policy) commenced on 25 March. This is a significant milestone and is increasing public visibility of Tiaki Wai.</p>	 <p>This work package is on track, although timelines are tight. WWL staff consultation was completed and decisions communicated. Implementation to take affect July. The Employee Transition Guidelines were released to staff. A milestone for the work programme.</p>
Highlights from the Last Period		
<ul style="list-style-type: none"> • Launch of increased public awareness on back of WSS engagement. • Identity roll out approach confirmed. • Public engagement on the WSS, Customer Charter and policies is underway. Online engagement meetings to be held in early-mid April. • Two rounds of recruitment for Senior Communications Advisor unsuccessful. Third round underway. 	<ul style="list-style-type: none"> • Draft WSS, associated financial policies and engagement material completed. • Initial engagement with all councils and Partners Committee (13 March). • Public engagement commenced (25 March). • Planning underway for the second (i.e. Year 2+) WSS with WWL (who will take the lead from 1 July 2026). • Worked with Councils on long-list of Tiaki Wai support options. 	<ul style="list-style-type: none"> • Consultation with WWL employees on proposed changes to the current structure. Decisions communicated and ready for implementation in July 2026. • People transfer process underway from Councils to Tiaki Wai. • Employee Transition Guidelines finalised and released to WWL staff. Drop in sessions and site visits to be organised. • 5x Tier 2 roles out in the market – two roles closed in March.
Focus for Next Period		
<ul style="list-style-type: none"> • Continue to support public engagement activities with significant increase in public awareness campaign. • Continue Identity project roll out activities to meet 30 June go-live. • Complete recruitment of Senior Communications Advisor. • Initiation of Commercial customer communications strategy. 	<ul style="list-style-type: none"> • Consultation/engagement continues, including online public hui, ending on 22 April. • Commence FY26/27 budget refinement and forecasting with WWL. • Agree opening financial position Tiaki Wai and LGFA glide path and amend WSS based on process / engagement outcomes • Continue planning for the second WSS. 	<ul style="list-style-type: none"> • 5x Tier 2 roles recruitment continues, including Head of Treasury role. • Roll out Culture foundations work. • Roll out Performance Development Plan refresh. • Letter ready to send out to all WWL staff from Tiaki Wai CE confirming their transition. • People transfer process from Councils progresses to offer of employment stage.
Key Interdependencies and Challenges		
<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Confidence in capital investment programme remains low due to availability of contingency and phasing data. This is an ongoing work in progress. • Opening financial position will influence pricing and covenant pathways. • Unknown outcomes from WSS engagement process and the need to respond to this. 	<ul style="list-style-type: none"> • 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 the Head of P&C at WWL. • Day One clarity for all staff. Recruitment of customer care team.

By Work Package

(Billing | IT Transition | Day Two)

7 Customer billing & payment 	8 Interim services & IT transition 	9 Day Two Roadmap 
 <p>This work package is generally on track, but CEs have requested that it is managed as a high-risk set of activities (hence RED status). The initial draft of the Statement of Work for billing and collection services was circulated to councils on 31 March, as planned. Most vendors have completed, or are close to completing, their core configuration and are entering configuration freeze.</p>	 <p>This work package is on track aside from flow-on impacts of noted risks/issues with interim billing and customer service model. WWL system transition remains on track. Sequencing of capability delivery for the TSI programme to be discussed with the Tiaki Wai Board in April.</p>	 <p>This work package is back on track now and underway. Council bylaws, originally in this work package, has been brought into a pre-Day One work package (operational continuity).</p>
Highlights from the Last Period		
<ul style="list-style-type: none"> Draft pricing schedules and debtors' management and hardship policy developed. Draft Statement of Work for billing and collection services issued to councils for review. Council IT vendors largely complete and most councils have entered configuration freeze. Recruitment and resourcing underway with councils. 	<ul style="list-style-type: none"> TSI phase zero is continuing as planned. Implementation of the technical transition plan has commenced. This work is being led by WWL with oversight from Tiaki Wai. Template for interim services agreement drafted and being managed across other contributing work packages (customer, billing, finance, workforce). 	<ul style="list-style-type: none"> The draft Change Impact Heat Map has shared and is under review. More detailed work to scope up high impact areas has begun. The Day Two and Handover Plan approach has been developed. New PM resource starts early April to put more focus on this deliverable
Focus for Next Period		
<ul style="list-style-type: none"> Progressing Payble implementation for HCC and PCC. In parallel, Tiaki Wai will work closely with WCC and UHCC to accelerate due diligence, clarify vendor dependencies, and support decision-making. Launch web content on interim website, including online direct debit portal. Finalise the scope of end-to-end testing and UAT, and commence testing regimes with each council, supported by third party (TTC) acting for Tiaki Wai. 	<ul style="list-style-type: none"> Continued support for TSI Board discussions including sequencing of capability delivery, scheduled to be tabled at the April Board meeting. Confirm payroll data migration approach for staff transitioning from Councils to Tiaki Wai. Requirements for Day One contact centre model supporting tech (e.g. IVR, webforms) to be documented for external vendors. 	<ul style="list-style-type: none"> 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 is drafted and being actively populated. The plan to wind down of the Establishment Team is known.
Key Interdependencies and Challenges		
<ul style="list-style-type: none"> Council recruitment progress for interim billing resources is mixed, with some delays in critical roles presenting a delivery risk. We are slightly behind our initial target of finalising interim web content by the end of March. We are now targeting late April. 	<ul style="list-style-type: none"> 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. Day One customer IT arrangements complete and integrated. 	<ul style="list-style-type: none"> 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 member as the Establishment Team winds down.

Month-By-Month Plan | Tiaki Wai Establishment Programme

		2025			2026				
		Dec	Jan	Feb	Mar	Apr	May	Jun	Jul+
1	Setting up the new entity	<ul style="list-style-type: none"> Shareholders agree Partners' Agreement, Constitution, SOE ✓ Partners' Committee established ✓ LTQ substantively (80%) completed ✓ Template agreements drafted ✓ SLA template drafted ✓ First draft of Net Asset Calc Manual (NACM) ✓ 	<ul style="list-style-type: none"> Legal transfer due diligence / assurance commences - Started in Feb ✓ Advice to inform final transfer principles ✓ Executive Steering Group ToR agreed ✓ 	<ul style="list-style-type: none"> Board consider NACM, Treasury & other draft financial policies ✓ Customer charter and SEP drafted ✓ Transfer agreement drafted and shared with councils for comment (WIP) Transfer principles resolved (WIP) Councils populate schedules & SLAs (WIP) 	<ul style="list-style-type: none"> Partners Committee 13/3 agree transfer principles; ✓ Asset/LTQ reconciliation completed - at risk ✓ Transfer agreement schedules provided by councils ✓ Insurance market approach ✓ Transactional banking established ✓ Draft SEP provided to PC for feedback ✓ 	<ul style="list-style-type: none"> Agreement feedback/issues resolved ✓ Council workshops on schedules to be held ✓ Board endorse final draft transfer agreements and SLAs pending final schedule updates ✓ Board agree LGFA terms sheet ✓ Treasury function setup begins ✓ Working capital facilities procurement commences ✓ 	<ul style="list-style-type: none"> Councils approval of transfer agreements pending final schedule updates ✓ 	<ul style="list-style-type: none"> Board adopt final Customer Charter and SEP (then published), insurance placement, and agree financial reporting ✓ Board approve transfer agreements ✓ Transfer agreements, SLAs & other agreements executed ✓ Cashflow model finalised ✓ 	<ul style="list-style-type: none"> Post-execution wash ups and transfers, financial reconciliation and audit (duration TBC)
2	Ensuring operational continuity	<ul style="list-style-type: none"> Deliver initial op due diligence report themes and present initial findings to the Board for noting ✓ Compliance and risk interviews with WWL and councils conclude ✓ Stormwater Taskforce (SWTF) inaugural meeting ✓ 	<ul style="list-style-type: none"> Begin council upfront due diligence interviews ✓ Discovery for step 2 (deep dives) & growth planning ✓ Begin compliance and risk deep dives - Started in Feb (new resource) ✓ 	<ul style="list-style-type: none"> Complete all upfront interviews ✓ Board agree next steps (deep dives) & risk treatment plans (TBC) Analysis of business continuity & emergency response plans ✓ Stormwater LoS & environmental quality principles investigated (WIP) 	<ul style="list-style-type: none"> Replan of work package oversight and next steps working with the Tiaki Wai CE ✓ Risk & Compliance summary consolidated ✓ Ops Model impacts drafted for review ✓ 	<ul style="list-style-type: none"> Board update on risk and current compliance status moved to May ✓ Consolidate business continuity, disaster preparedness & incident response plans into a single document for CE approval ✓ 	<ul style="list-style-type: none"> Provide full update on operational position to Board for noting ✓ CE receives consolidated plans for feedback ✓ 	<ul style="list-style-type: none"> Final operational position documentation ready for Day One handover. 	
3	Listening to & supporting customers	<ul style="list-style-type: none"> Priority current state analysis (faults) ✓ Customer support strategic options ✓ Board approves customer experience strategic option(s) ✓ 	<ul style="list-style-type: none"> Current state analysis (residential) ✓ 	<ul style="list-style-type: none"> Residential customer current state mapping validated with councils & WWL ✓ Day One customer service model blueprinting commences ✓ Board report back on progress & priorities ✓ 	<ul style="list-style-type: none"> Commercial customer current state mapping validated with councils, WWL - (WIP) Day One Residential customer blueprint drafting completed (high priority) ✓ Board note customer service model design & implementation ✓ 	<ul style="list-style-type: none"> Day One 'commercial' customer blueprint drafting completed ✓ Customer experience implementation planning completed with delivery of some key outputs underway ✓ Board implementation progress update ✓ 	<ul style="list-style-type: none"> Day One customer implementation - training, testing, readiness ✓ Develop KPI/metrics reporting for SoW where required ✓ Knowledge base and IVR build completed ✓ Board implementation progress update ✓ 	<ul style="list-style-type: none"> Day One customer implementation final readiness assessment ✓ Staff training for councils and Tiaki Wai on knowledge base completed ✓ Testing and IVR go-live 15 June ✓ Commercial customer implementation requirements for Day One completed ✓ Board implementation progress update ✓ 	<ul style="list-style-type: none"> Transition to Tiaki Wai customer contact centre operations team for hyper-care
4	Identity, messaging & engagement	<ul style="list-style-type: none"> Comms plan for stage 2 ('introduce') ✓ Board notes comms approach ✓ Identity design brief, agency procurement, development & planning commences ✓ Stakeholder mapping ✓ 	<ul style="list-style-type: none"> Identity development - creative concepts ✓ Detailed comms for stage 1 and Elected Officials ✓ Assessment of WWL current website ✓ 	<ul style="list-style-type: none"> Action stage 2 ('introduce') comms ✓ Board meet and greet with Elected Officials ✓ Board approve identity and delegates to CE to execute implementation ✓ 	<ul style="list-style-type: none"> Complete briefings to Elected Officials ahead of WSS and transfer agreements ✓ Website material drafting underway ✓ Identity rollout planning and implementation working with WWL working group underway ✓ 	<ul style="list-style-type: none"> Detailed communications strategy for stage 4 ('what I need to know') ✓ Internal identity awareness and roll out continues ✓ Public engagement closes ✓ Public awareness campaign commences ✓ 	<ul style="list-style-type: none"> Action stage 4 ('what I need to know') comms ✓ Identity rollout continues ✓ Website build/update commences (WWL led) 	<ul style="list-style-type: none"> External identity roll out commences (TBC) ✓ Customer Charter published ✓ Day One launch event preparations finalised ✓ 	<ul style="list-style-type: none"> Reactive comms support alongside or followed by transition to comms to BAU ✓ External identity roll out continues (TBC)
5	Delivering the WSS & pricing	<ul style="list-style-type: none"> Confirm LTP alignment, LoS targets, regulatory and other reqs, network risks/mitigations, indicative investment prog. ✓ Board agree applicable financial principles, approach, risk, deliverability ✓ Board approve WSS consultation approach ✓ 	<ul style="list-style-type: none"> WSS drafting continues ✓ Engagement plan drafting ✓ Y1 budget strategic financial model developed (starts Dec) ✓ Pre-engagement reviews by councils, WWL and legal ✓ 	<ul style="list-style-type: none"> LGFA covenant glidepath (WIP) Board approve approach to WSS public engagement (in March) ✓ 	<ul style="list-style-type: none"> Board approve draft WSS, budget and 10Y model ✓ Community and shareholder engagement commences - WSS, SEP + Customer Charter (25 March) ✓ Partners Committee update re draft WSS ✓ Parallel finalisation of investment programme & prioritisation commenced ✓ 	<ul style="list-style-type: none"> Community and shareholder engagement ends - WSS, SEP + Customer Charter (22 April) ✓ WSS updates made following consultation ✓ Refine financial model & policies ✓ Progress investment programme and budgeting ✓ Joint WWL / Tiaki Wai market briefing ✓ Partners' Committee workshop on WSS ✓ 	<ul style="list-style-type: none"> WSS final updates inc. legal review ✓ Refine financial model including valuation updates ✓ Progress investment programme and budgeting ✓ Board approval of changes following public engagement including responses to Partners' Committee feedback ✓ Partners' Committee update on WSS ✓ 	<ul style="list-style-type: none"> Finalise investment programme ✓ Final re-budget ✓ Board adopt WSS including pricing schedules and finalised financial policies ✓ WSS shared with Partners' Committee ✓ WSS published (on website) ✓ 	<ul style="list-style-type: none"> Transition of strategy & policy to BAU ✓ Advice of preparation of 2027-37 WSS including areas of improvement needed e.g. level of service framework and prioritisation framework
6	Building capability, culture & workforce	<ul style="list-style-type: none"> Upfront due diligence and discovery on people policies, job descriptions and industrial relations ✓ Organisational design due diligence and drafting report ✓ Staff transfer guidelines drafted ✓ People comms plan finalised ✓ 	<ul style="list-style-type: none"> Confirm staff transfer roles, further develop staff transfer strategy ✓ Begin people policy analysis ✓ Progress org design options, high-level culture initiatives, change impact & readiness ✓ Confirm recruitment agency for T2 & critical roles ✓ 	<ul style="list-style-type: none"> CE agree org design options and staff transition approach ✓ CE approval of advance recruitment ✓ CE approval of LGO transfer process ✓ 	<ul style="list-style-type: none"> Socialise staff transition plan ✓ Finalise org design report including change readiness ✓ Complete recruitment planning (roles, position descriptions) ✓ Develop induction and training approach ✓ Finalise culture initiatives ✓ 	<ul style="list-style-type: none"> Begin implementing org structure decisions including T2 recruitment ✓ Begin capability uplift & recruitment ✓ Council transfer process consultation ✓ Finalise policies work to branded templates ✓ Culture initiatives begin ✓ PDP refresh work begins ✓ Notification to WWL staff of transition details via letter from Tiaki Wai CE ✓ 	<ul style="list-style-type: none"> Socialise and finalise people policies ✓ Change readiness check in ✓ Day one activities prepared ✓ WCC payroll changes loaded ✓ Council transfer process completed ✓ Staff transition arrangements continue ✓ Capability uplift continues ✓ Recruitment continues ✓ Culture initiatives continued ✓ 	<ul style="list-style-type: none"> Org structure implementation completed ✓ Staff transfer arrangements completed ✓ Deliver induction and training ✓ Onboard recruited staff ✓ Day One launch preparations ✓ 	<ul style="list-style-type: none"> Transition to people & workforce BAU ✓ Transition of identified in scope staff from Councils to Tiaki Wai ✓
7	Customer billing and payment	<ul style="list-style-type: none"> Finalise Project Brief and revised cross-council governance ✓ Define the operating/service model ✓ Produce integrated project plan ✓ Decisions on payment channels ✓ IT development has commenced ✓ 	<ul style="list-style-type: none"> Further develop the service model ✓ Develop customer journey maps for billing & payments ✓ Confirm draft service scope ✓ Board update on critical path and risks ✓ 	<ul style="list-style-type: none"> Finalise supplementary technical specifications for council's vendors ✓ IQA review undertaken ✓ Confirm responsibility for trade waste, dev contributions & water connections billing ✓ Contingency planning with Billing Sponsors Group ✓ 	<ul style="list-style-type: none"> Board status update and IQA findings ✓ Vendors complete system configurations ✓ Commence testing & assurance planning ✓ Finalise supplementary process (op model) (WIP) ✓ Draft billing and collection services SoW ✓ 	<ul style="list-style-type: none"> Board update on go live readiness ✓ Continue unit testing and end-to-end and commence testing of interim solution ✓ Finalise payment channel set up including NZ Post and Payblet timelines ✓ Launch content on interim website including online direct debit portal ✓ Stage gate/check in point (BSG/ESG) ✓ 	<ul style="list-style-type: none"> Board update on go live readiness ✓ Continue unit testing and end-to-end billing simulation ✓ Finalise billing and collection services SoW ✓ Council recruitment and onboarding processes largely completed ✓ Provisional revenue requirements agreed ✓ Commence second IQA review ✓ 	<ul style="list-style-type: none"> Board update on go live readiness ✓ Activate payment channels incl. Payblet for HCC ✓ Deliver staff training and final readiness activities ✓ Pricing updates finalised and tested ✓ Mailbox flyer drop to all customers ✓ Stage gate/check in point (BSG/ESG) ✓ 	<ul style="list-style-type: none"> Board update on go live readiness ✓ Direct debits for first invoice are loaded ✓ First invoice issued (late July-early Aug) ✓ First payment due 1 September ✓ First billing cycle hyper-care ✓ Escalation pathways activated and ways of working embed ✓
8	Interim services & IT transition	<ul style="list-style-type: none"> Technical transition plan outlined ✓ Microsoft Tenant setup begins ✓ IRD approach confirmed (payroll impact) ✓ 	<ul style="list-style-type: none"> TSI-focused joint workshop with Tiaki Wai and WWL Boards ✓ Public-facing WWL systems brand/impact stocktake ✓ 	<ul style="list-style-type: none"> Technical transition plan approved approved - WWL led ✓ Public-facing system rebrand begins ✓ TSI contract award and approval to enter Phase Zero ✓ 	<ul style="list-style-type: none"> Interim service agreements drafted (at risk for customer) ✓ Technical transition implementation commences - WWL led ✓ TSI Phase Zero underway - WWL ✓ 	<ul style="list-style-type: none"> Monitoring WWL technical transition implementation ✓ Day one contact centre tech requirements confirmed ✓ SWDC technology exit commences ✓ 	<ul style="list-style-type: none"> Monitoring WWL technical transition implementation ✓ TSI Phase Zero completed ✓ IVR and website changes delivered ✓ 	<ul style="list-style-type: none"> Board approve TSI programme business case ✓ TSI Phase One commences ✓ Public-facing system rebrand completed (dependent on identity) ✓ SWDC technology exit complete ✓ 	<ul style="list-style-type: none"> (No BAU handover required as WWL performing all transition work)
9	Day Two roadmap	<ul style="list-style-type: none"> Scope approach / procurement for price modelling for harmonisation by 1 July 2027 ✓ 	<ul style="list-style-type: none"> Confirm approach and complete scoping of Day Two roadmap alongside Day One Establishment Plan ✓ Alignment of/with Day Two pricing strategy ✓ Confirm procurement approach for price harmonisation modelling ✓ 	<ul style="list-style-type: none"> Reset following change in resources ✓ 	<ul style="list-style-type: none"> Develop Change Impact Heat Map, ready for review ✓ Commence detailed work to scope up high impact areas ✓ Develop Day Two and Handover Plan approach ✓ 	<ul style="list-style-type: none"> Develop first draft Day Two and Handover Plan, and consult with establishment team, councils (where applicable) and WWL ✓ Define plan to wind down Establishment Team ✓ Preparation and planning underway for changes in high impact functions ✓ Board noting and/or CE approval of draft Day Two roadmap (deferred from Mar) 	<ul style="list-style-type: none"> Further advance of Day Two-related activities and alignment with final Day One deliverables TBC, else transitioned to BAU ✓ 	<ul style="list-style-type: none"> Further advance of Day Two-related activities and alignment with final Day One deliverables TBC, else transitioned to BAU ✓ 	

Legend:

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

Orange Tracking behind schedule

Red Off 28 active mgmt.

1

Setting up the legal entity to operate



CP

Incorporation ✓

Establish Enduring Governance

- Tiaki Wai Partners Committee ✓
- Tiaki Wai Board ✓

Strategic Documents & Policies

- (excl. WSS & Revenue/Pricing)
- Constitution ✓
- Partners Agreement ✓
- Statement of Expectations (SoE) ✓
- Significance & Engagement Policy (SEP)
- Customer Charter
- Integrated Planning & Growth Policy

Legal Transfer

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

Finance & Funding

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

2

Ensuring operational & service continuity



Operational Due Diligence DD

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

Stormwater Management

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

Compliance & Risk DD

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

Resilience & Continuity DD

- Business continuity
- Disaster preparedness
- Incident response

Day One Operating Impacts

Growth Planning Integration

High Risk Project Assurance DD

South Wairarapa DC Service Transition (Monitoring, WWL lead)

Council bylaws (moved from Day Two)

3

Listening to & supporting our customers



Customer Service Model CP TBC

- Household & Community Customers
- Commercial Customers

4

Building our identity, messaging & engagement



Communications

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

Identity

- Identity development ✓
- Identity rollout TBC
- Research

Partnerships

- Iwi partnerships TBC
- Council partnerships

5

Delivering the Water Services Strategy & Pricing



Water Services Strategy CP

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

Revenue/Pricing Strategy & Policies

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

6

Building organisational capability, culture & workforce



Organisation Design

People, Culture, Recruitment, Transition & Onboarding

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

People Policies & Procedures

- Review existing ✓
- Confirm applicability
- Tailor and refine
- Approve & publish

Change Management, Comms & Transition Support

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

7

Delivering customer billing & payment



- Project initiation & governance ✓
- Requirements, service definition & scope

- Customer, communications & change
- System build & configuration
- Interim service agreements
- System build & configuration
- Testing & QA
- Go-Live preparation & readiness
- Hypercare & stabilisation

8

Confirming interim services & transitioning IT capabilities



Interim service agreements

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

Transition WWL Systems

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

TSI Alignment

9

Day Two Roadmap TBC



- Immediate post-Day One activities
- Roadmap to Day Two

Legend:

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

Tiaki Wai Interim Policy

Local Government Official Information and Meetings Act (LGOIMA) Policy

To	Tiaki Wai Board
From	Adrienne Black, Strategy and Policy Lead Mike Wakefield, Legal Lead
Approved	Dougal List, Establishment Director
Date	17.04.2026
Recommendation	It is recommended that the Board: <ol style="list-style-type: none"> Approve and adopt 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. Note 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.

Executive Summary

Tiaki Wai LGOIMA administration process and Policy

- This paper has been prepared in support of the proposed interim Local Government Official Information and Meetings Act 1987 (LGOIMA) Policy, for Board consideration and approval. The proposed LGOIMA Policy is intended to guide the Tiaki Wai Establishment Team's management of all LGOIMA requests received during the establishment period through to 30 June 2026.
 - Following the intended amalgamation of Wellington Water with Tiaki Wai on 1 July 2026, the more fulsome existing [Wellington Water LGOIMA Policy](#) will guide the LGOIMA-related activities of Tiaki Wai, until such time as it is reviewed.
-

Legislative Context

- Further to earlier advice provided to the Board, Water Service Council-Controlled Organisations (Water Organisations) and their Boards are subject to certain obligations established by LGOIMA.
 - This includes (relevantly) obligations relating to official information that is held by Tiaki Wai, and obligations and requirements relating to meetings of the Board of Tiaki Wai.
-

5. In terms of official information, [Part 1 of Schedule 1 to LGOIMA](#) has been amended to list “Water organisations within the meaning of the Local Government (Water Services) 2025” as a class of local authority to which Parts 1 to 7 of LGOIMA apply.
6. What this means is that Tiaki Wai, as a water organisation, is subject to LGOIMA, and will need to accept and respond to requests for official information in a consistent manner. Adopting a LGOIMA Policy is a common approach taken by those that are subject to LGOIMA to ensure the timely management of, and response to, public requests for official information.

Proposed Interim LGOIMA Policy

7. The Board is provided with a proposed interim LGOIMA Policy for their consideration and approval. This is an interim policy, intended to guide the LGOIMA-related activities of the Establishment Team through to 30 June 2026, prior to the intended amalgamation of Wellington Water with Tiaki Wai on 1 July 2026.
8. The purpose of the proposed LGOIMA Policy is to:
 - 8.1 ensure decision-making processes are transparent and information is available and accessible to the public and Tiaki Wai customers
 - 8.2 enable effective public participation in Tiaki Wai decision-making and promote the accountability of Tiaki Wai
 - 8.3 provide clear guidance for requesters of information and for Tiaki Wai when considering and responding to requests for information
 - 8.4 ensure official information held by Tiaki Wai is made available to the public in accordance with the purposes of, and its responsibilities under, LGOIMA.
9. The policy applies to all requests from members of the public, businesses and organisations seeking official information held by Tiaki Wai, including information held by any officers, employees, directors and contractors (including those contracted through Porirua City Council), in accordance with LGOIMA.
10. It outlines the timeframes and process for responding to requestors in a timely manner and is underpinned by the key principle that official information must be made available unless there is good reason to withhold it.
11. All requests by a person for their own personal information will be considered under the Privacy Act 2020 and the Tiaki Wai Privacy Policy, not LGOIMA.
12. From 1 July 2026, Wellington Water’s more comprehensive LGOIMA Policy will guide all LGOIMA-related activities of Tiaki Wai. At an appropriate time, it is expected that Wellington Water’s LGOIMA Policy will be reviewed to ensure that it aligns with the forward-looking principles, values and culture of Tiaki Wai.

Next steps

13. Following approval by the Board, the Tiaki Wai Interim LGOIMA Policy will be published on the Tiaki Wai website.

Appendices and attachments

14. Proposed Interim Tiaki Wai LGOIMA Policy
15. [Wellington Water’s LGOIMA Policy](#)



Interim Local Government Official Information and Meetings Act 1987 (LGOIMA) Policy

For Tiaki Wai Establishment Team

Date approved	DRAFT
Scheduled review date	To be replaced by new policy on 1 July 2026

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1 Purpose, scope and objective

1.1 Purpose

The purpose of this policy is to:

- ensure decision-making processes are transparent and information is available and accessible to the public and Tiaki Wai customers, during the establishment period through to 30 June 2026
- enable effective public participation in Tiaki Wai decision-making and promote the accountability of Tiaki Wai
- provide clear guidance for requesters of information and for Tiaki Wai when considering and responding to requests for information, and
- ensure official information held by Tiaki Wai is made available to the public in accordance with the purposes of, and its responsibilities under, LGOIMA.

The nominated email address for all requests and complaints is lgoima@metrowaterwellington.co.nz.

1.2 Scope

This policy applies to all requests from members of the public, businesses and organisations seeking official information held by Tiaki Wai, including information held by any officers, employees, directors and contractors (in their capacity as contractors of Tiaki Wai), in accordance with LGOIMA. The Tiaki Wai Establishment Team, while contracted through Porirua City Council, will be considered part of Tiaki Wai for the purposes of compliance with LGOIMA during the establishment phase. You can find a copy of LGOIMA [here](#).

For LGOIMA to apply, the information must be held by Tiaki Wai at the time it is requested, except when Tiaki Wai is providing a response to a request for a statement of reasons about a previous decision.

There is no obligation for Tiaki Wai to form an opinion or create information that it does not already hold to answer a request, although it may choose to assemble or compile information in a new or different format to respond to a request.

Information held by Tiaki Wai officers, employees, directors and contractors in their personal capacity is not official information unless it is subsequently used for official purposes.

This policy does not apply to requests by a natural person for information held by Tiaki Wai about them. Such requests will be dealt with, and responded to, in accordance with the Privacy Act 2020 and the Tiaki Wai Privacy Policy.

Tiaki Wai provides information to territorial authorities for the purposes of land information memoranda (LIMs) under Part 6A of LGOIMA but does not issue LIMs itself. The requirements for local authority meetings in Part 7 of LGOIMA do not apply to Tiaki Wai.

1.3 Objective

LGOIMA relevantly aims to:

- ensure that official information is available to the public, unless good reason for withholding exists, to enable more effective public participation in decisions and promote accountability of decision-makers
- provide for proper access by each person to official information relating to them, and
- protect official information to the extent consistent with the public interest and the preservation of personal privacy.

This policy supports these purposes. Its overarching objective is to contribute to public trust and confidence in Tiaki Wai by demonstrating appropriate transparency, through its establishment and transition phase and then on an ongoing basis.

This will be assisted by both proactively sharing relevant information and responding to questions and requests in a timely and respectful manner that is in accordance with LGOIMA.

The fundamental principle under LGOIMA is that official information will be made available unless there is a good reason for withholding it.

Official information means any information held by Tiaki Wai, with very limited exclusions. It includes information held by independent contractors to Tiaki Wai, to the extent they hold information in that capacity.

It is not limited to documentary material and includes material held in any format such as:

- written documents, reports, memoranda, letters, notes, emails and draft documents
- non-written documentary information such as material stored on or generated by computers, including databases and recordings
- information which is known to Tiaki Wai but has not been recorded in writing or otherwise. This includes knowledge of a particular matter held by an officer, employee, or director of Tiaki Wai in their official capacity, and any contractors or consultants while undertaking work for Tiaki Wai, and
- documents and manuals which set out the policies, principles, rules or guidelines for decision making by Tiaki Wai.

2 Requests for information

2.1 Requests

Anyone can request specified official information from Tiaki Wai. Tiaki Wai must handle these requests in accordance with LGOIMA.

Requests can be made in any form and do not need to specify that they are a request for official information (or that they are made under LGOIMA). Possible forms for requests include via email, verbally, social media or in writing.

Requestors seeking official information will be given reasonable assistance to make their requests to the correct local authority or agency and, where that is Tiaki Wai, in a manner that is suitably specific.

To enable requests to be dealt with effectively, requests should be emailed to the nominated email address. All other requests received by Tiaki Wai officers, employees, directors or consultants for official information will be forwarded to the nominated email address, to enable timely responses in accordance with the requirements of LGOIMA.

Tiaki Wai may ask a person who makes an oral request to put that request in writing, where it is considered important to clarify the request made. If the requestor does not do so, Tiaki Wai will record its understanding of the request and provide a copy of that record to the requestor.

2.2 Timeframes for response

Tiaki Wai will respond as soon as reasonably practicable to all LGOIMA requests, and within the maximum of **20 working days** allowed under LGOIMA (unless that timeframe is extended for legitimate reasons).

Working day means any day that is not:

- a Saturday, a Sunday, Good Friday, Easter Monday, ANZAC Day, Labour Day, King's Birthday, Te Rā Aroki a Matariki/ Matariki Observance Day, Waitangi Day (including the following Monday if Waitangi Day or ANZAC Day fall on a Saturday or a Sunday); or
- Wellington Anniversary Day; or
- any day between 20 December and 10 January inclusive.

Day 1 is the first working day after the day the request is received.

Tiaki Wai is expected to cooperate with any person that makes a request, including seeking to clarify the request made where reasonably necessary. If Tiaki Wai seeks amendment or clarification of a request within 7 working days of the original request being made and it is consequently amended or clarified, the request will be treated as a new request and the timeframe for a response will begin from the date of the amendment or clarification.

If a request is made for information that is:

- not held by Tiaki Wai but is believed to be held by another agency, or
- held by Tiaki Wai but believed to be more closely connected with the functions of another agency

then Tiaki Wai will transfer the request to that other agency. This could include transfers to any Shareholding Council, or Wellington Water Limited (during the establishment phase up until 1 July 2026 when Wellington Water is to be amalgamated into Tiaki Wai).

Tiaki Wai will consider the need for, and where appropriate make any transfer of a request within 10 working days of receipt of the original request and will promptly inform the requestor of the transfer.

Where Tiaki Wai does not hold information or documentation relevant to a request and does not believe that it may be held by another agency, Tiaki Wai may refuse the request under sections 17(e) or (g) of LGOIMA on the basis that no documentation exists, or the information is not held by Tiaki Wai.

A decision may be made to extend the timeframe for responding to a request in accordance with section 14 of LGOIMA. Any decision to do so will be made within 20 working days after the receipt of the request, taking account of any amendment or clarification.

2.3 Urgency

A requester may ask for their request to be treated as urgent. Reasons for the urgency must be given. If Tiaki Wai is unable to meet the urgent timetable sought, or does not consider the request to be urgent, it will advise the requestor accordingly.

In the case of multiple requests for information, Tiaki Wai may ask that the requestor prioritise their requests so that it can focus on the information sought under urgency first, before considering the remaining information within the normal LGOIMA timeframes.

2.4 Responding to requests

When first receiving a request Tiaki Wai will confirm receipt to the requester via email, unless the requestor does not provide an email address.

In considering a request for official information Tiaki Wai may consult with third parties where appropriate.

The key principle that applies when deciding whether to disclose official information is that information must be made available unless there is good reason to withhold it.

Tiaki Wai may withhold official information where a conclusive reason to do so exists under section 6 of LGOIMA.

These reasons include where making information available could harm the security or defence of New Zealand or the international relations of the Government, harm maintenance of the law including the prevention, investigation and detection of offences and the right to a fair trial or endanger the safety of any person.

Tiaki Wai may also withhold official information where reason to do so exists under section 7 of LGOIMA.

The reasons under section 7 include but are not limited to situations where withholding information is necessary to (in summarised form):

- protect the privacy of natural people, commercially sensitive information, or obligations of confidence
- maintain effective conduct of public affairs or legal professional privilege, or
- prevent the disclosure or use of official information for improper gain or advantage.

Where Tiaki Wai determines that one of the withholding grounds under section 7 of LGOIMA applies, before deciding to withhold information and refuse a request it must consider whether withholding the information is outweighed by any public interest in disclosure. For further information on how the public interest is considered see the Ombudsman's guide [here](#).

Tiaki Wai may also withhold official information where any of the other grounds set out in sections 8 or 17 of LGOIMA are met.

For further information regarding the grounds available for withholding official information, see the guides offered by the Ombudsman's Office [here](#), including:

- Where the information is already, or soon to be, [publicly available](#).
- [Information not held](#).
- [Confidentiality](#).
- Where [substantial collation or research](#) is required.

2.5 Requests for personal information

A request by a natural person for their own personal information will be considered under the Privacy Act 2020 and the Tiaki Wai Privacy Policy.

A request by a legal person who is not a natural person (for example, a request on behalf of a limited liability company) for their own personal information will be considered under Part 4 of LGOIMA. Tiaki Wai will take reasonable steps to satisfy itself of the identity of the person making the request before releasing any information and will inform the requestor of their right to ask Tiaki Wai to correct the personal information if they think it is inaccurate or incomplete.

2.6 Requests for internal rules and reasons for decisions

A request by a person for internal documents or rules that guide Tiaki Wai decisions affecting the requestor, or for recommendations or decisions affecting the requestor, will be considered under sections 21 and 22 of LGOIMA.

This may involve the preparation of a written statement by Tiaki Wai, setting out findings on material issues of fact, references to information on which those findings were based, and the reasons for a recommendation or decision.

2.7 Complaints

If a requester is not satisfied with a decision or response they receive from Tiaki Wai in relation to their request, they can make a complaint to Tiaki Wai by sending an email to the nominated email address.

A requester also has the right to make a complaint to the Ombudsman under Part 5 of LGOIMA.

3 Proactive release of official information

In some circumstances Tiaki Wai may proactively release official information.

Tiaki Wai will consider the following when determining whether to proactively release official information:

- The level of public interest in the information.
- Whether public interest considerations such as transparency, participation, accountability, administration of justice and health and safety will be served by proactive release.
- In matters relating to personal information, the application of the Privacy Act 2020.
- Resources available to Tiaki Wai.
- Whether any grounds for withholding the information would exist under LGOIMA, if a request was made for the information under that Act.

Tiaki Wai may also decide to partially redact information that it does proactively release, including where grounds for withholding that information under LGOIMA would otherwise exist. If this occurs, Tiaki Wai will identify the ground that supports the withholding of the information.

4 Further resources

This policy should be read in conjunction with the following statutes:

- Local Government Official Information and Meetings Act 1987
- Privacy Act 2020
- Ombudsman Act 1975
- Public Records Act 2005
- Copyright Act 1994
- Local Government Act 2002
- Local Government (Water Services) Act 2025

For further guidance on Tiaki Wai's obligations under LGOIMA, please see guidance produced by the Ombudsman's Office [here](#).