



Tiaki Wai

BOARD PACK

for

Tiaki Wai - Public Board Meeting

Wednesday, 18 March 2026

8:45 am (NZDT)

Held at:

Tiaki Wai

Room A, Ground Floor, 79 Boulcott Street, Wellington

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Agenda

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AGENDA



Care in every drop | He wai whakauka

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, Scott MacKenzie, Michael Brewster, Bryan Patchett
Guests/Notes:	1.2- 2.4 Randall McDonnell (public)

1. Meeting Administration

1.1 Board Only Time 8:45 am (30 min)

Will Peet

Board-only time for Board discussions.

1.2 Chair's Welcome 9:15 am (5 min)

Will Peet

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

<p>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!</p>	<p>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</p>
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1.3 Confirm Minutes 9:20 am (2 min)

Will Peet

For Decision

Recommendation: That the Board **approve** the minutes of the public meeting held 19 February 2026 as a true and correct record of that meeting.

Supporting Documents:

1.3.a	Minutes : Tiaki Wai - Public Board Meeting - 19 Feb 2026	8
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1.4 Interest Register

9:22 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:

1.4.a	Interests Register	12
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2. Standing items

2.1 Establishment Director's Report

9:24 am (15 min)

Dougal List, Michael Brewster

For Noting

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

Supporting Documents:

2.1.a	02.1a - Establishment Directors Report.docx	14
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2.2 Progress Dashboard

9:39 am (5 min)

Dougal List

For Noting

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

Supporting Documents:

2.2.a	02.2a - Tiaki Wai Est Prog - Progress Dashboard.pptx	18
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2.3 Questions from the Public

9:44 am (10 min)

Will Peet

For Discussion

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

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

2.4 Move into in committee

Will Peet

For Decision

Recommendation: That the public be excluded from the following parts of the proceedings of this meeting, namely: Agenda Items 3 through 5. The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and

the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of its resolution are as follows:

	Subject Matter	Reason for Public Exclusion	Ground(s) under section 48(1)
3	In Committee Meeting Administration		
3.1	Confirmation of in committee minutes and matters arising	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
3.2	Actions from previous in committee meetings	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
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. In Committee Meeting Administration

3.1 Confirmation of Minutes

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

3.2 Action List

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

4. Establishment Phase Matters

4.1 Water Services Strategy (WSS)

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

4.2 Debt Management Policy

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

4.3 Transfer agreement planning and progress update

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

4.4 Customer Model update

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

4.5 Billing digital options and IQA

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

5. Post Day One Matters

5.1 Critical assets and network risks

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

5.2 Lease for Wellington Water

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

5.3 Metering update

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

6. Other Business

6.1 Any other business

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

6.2 Move out of in committee

Will Peet

For Decision

7. Close Meeting

7.1 Close the meeting

Next meeting: Tiaki Wai - Board Meeting - 16 Apr 2026, 9:00 am

The Chair closed the hui with a karakia.

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

TIAKI WAI - PUBLIC BOARD MEETING



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

1. Meeting Administration

1.1 Board Only Time

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

1.2 Chair's Welcome

The Chair welcomed all to the meeting and confirmed the agenda. The Board acknowledged the hard work of the team working through the Moa Point failure and response and offered thanks to all the people involved.

The Chair opened the hui with a karakia.

1.3 Confirm Minutes

Tiaki Wai - Public Board Meeting 15 Dec 2025, the minutes were confirmed as presented.

Resolved that: The minutes of the Tiaki Wai Public Board meeting held on 15 December 2025 were unanimously accepted as a true and accurate record of that meeting.

1.4 Interest Register

Noted that Elena Trout advised that she is now Chair of Ara Ake Limited, and her interest in Waihanga Ara Rau Infrastructure and Construction Workforce Development Council ended on 31 December 2025. The interests register was updated accordingly.

2. Standing items

2.1 Establishment Director's Report

The Establishment Director confirmed that the team are on track to Day One and summarised his report and the dashboard.

The Board received the report, noting that key topics would be discussed further in today's agenda.

3. Matters for consideration

3.1 Public Engagement and Consultation

The Board appreciated the effort to gather community input and confirmed the process to encourage the widest possible engagement.

The Establishment Director informed the Board that there has also been early engagement with councils, who are heavily involved, as well as other key organisations. It was noted that councils can assist in the distribution of Tiaki Wai engagement and consultation documents.

The Board is interested in understanding how the draft SEP would apply to consultation on significant contracts, not already in the Water Services Strategy. The Legal Lead apprised the Board on specific challenges within the legislation that the team are balancing. The Board noted the challenges and agreed that the Tiaki Wai policies and strategy are being developed as an interim solution, and it is the intention that these will be reviewed before 1 July 2027.

Resolved that: the Board:

1. **Endorsed** the approach of engaging the public on the Significance and Engagement Policy and Customer Charter alongside the Water Services Strategy.
2. **Approved** the draft Significance and Engagement Policy for consultation.
3. **Noted** that the Significance and Engagement Policy and Customer Charter would be reviewed before 1 July 2027.

3.2 Customer Research Findings

The Board received a summary of the process and findings and commended the team on completing this important piece of work. It was suggested that this be released on the Tiaki Wai Website.

3.3 Questions from the Public

There was no public in attendance.

3.4 Move into in committee

The Board Secretary informed the Board of a correction to item 5.2, the reason for public exclusion for this item was corrected to S7(2)(h) and (i) relating to commercial activities and the carrying out of commercial activities.

Resolved that: the public be excluded from the following parts of the proceedings of this meeting, namely: Agenda Items 4 through 7. The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of its resolution are as follows:

	Subject Matter	Reason for Public Exclusion	Ground(s) under section 48(1)
4	In Committee Meeting Administration		

4.1	Confirmation of in committee minutes and matters arising	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
4.2	Actions from previous in committee meetings	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
5	Establishment Phase Matters		
5.1	Tiaki Wai Identity and Proposed Rollout Plan	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
5.2	Draft Customer Charter	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
5.3	Water Services Strategy	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
6	Establishment Phase Finance		
6.1	Banking Procurement Approach	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
6.2	Payments Approach	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
6.3	Debt Transfer Method and LGFA update	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
6.4	Insurance	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
7	Establishment Phase Governance		
7.1	Delegations and Policies	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
7.2	Transfer Agreement	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)
7.3	Tiaki Wai Functional Model	Relates to commercial activities and the carrying out of commercial negotiations	7(2)(h) and (i)

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

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

4. Close Meeting

4.1 Close the meeting

Next meeting: Tiaki Wai - Board Meeting - 18 Mar 2026, 8:45 am

The Chair to close the hui with a karakia.

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

Date: _____

Interests Register

Tiaki Wai



As of: 18 Mar 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
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	Director	30 Sept 2025

Establishment Director's report

To:	Tiaki Wai Board		
From:	Dougal List, Establishment Director	Date	18 March 2026
<p>1. It is recommended that the Board receive the Establishment Director's report on establishment activities, including a health, safety and wellness update and progress dashboard.</p>			

Executive Summary

1. With around 70 working days to go, the Tiaki Wai establishment programme remains on track for Day One 1 July 2026 launch.
2. There are two higher risk areas that are currently tracking as red due to the level of risk, complexity and progress. These are ensuring that the customer contact model and the billing and bill payments systems for Day One are completed, tested and operational for 1 July 2026.
3. Key progress has included the start of the new Chief Executive Michael Brewster, completion of the draft Water Services Strategy (WSS) for consultation, elected member engagement, progress on Transfer Agreements, progress on billing arrangements and preparation for ramping up of public communications.

Notable progress

4. This report provides the Board with a summary of progress towards the Day One (1 July 2026) operational establishment of Tiaki Wai, along with key challenges and opportunities since the last Board meeting of 19 February 2026.
5. We now have around 70 working days until Day One and staying focused on delivery of key establishment activity will be critical to ensuring readiness.
6. Overall, the programme continues to make progress and remains on track to Day One.
7. This is based on the combined effort of Councils, Wellington Water Limited, mana whenua partners, the Establishment Team and governance including from the Board. There are around 100 people across these organisations directly contributing to this mahi.
8. The team continues to be cognisant of the impacts on Wellington Water from the Moa Point incident, which is a priority for a number of key Wellington Water staff who are also involved in the operational work package.
9. Key areas of progress since the last Board report include:
 - 9.1 Governance: The Partners Committee meeting on 13 March; Executive Steering Group on 11 March; and ongoing programme governance arrangements, including focus areas on customer and billing.

- 9.2 Onboarding of the new Chief Executive, Michael Brewster, who was welcomed at a pōwhiri on 2 March. In his first two weeks, a key focus for the CE has been to meet with key partners and stakeholders as well as gain an understanding of the water network. This has included meeting the CEs of all the shareholding Councils, elected members, mana whenua partners, staff in both the establishment programme and Wellington Water and suppliers.
- 9.3 Critical path: February saw good progress in the most time-critical activities – being Transfer Agreements, funding and financing, and the Water Services Strategy (WSS). We are on track for Partners Committee representatives to approve the draft Transfer Agreement template documents by the end of March and for councils to approve guarantee arrangements with decision meetings booked for late March and early April.
- 9.4 WSS: Completion of drafting and preparation for consultation on the WSS, Customer Charter and Significance and Engagement Policy.
- 9.5 Tiaki Wai identity had a soft-launch from 2 March. An identity rollout working group has been established with Wellington Water, with project scope and priorities to be endorsed. This will support increased public communications from April.
- 9.6 Billing: Council IT vendors delivering the billing project are generally on track, alongside finalised supplementary technical specifications. Independent Quality Assurance (IQA) documentary review and interviews are complete, with the report due in March.
- 9.7 TSI: The Wellington Water Board has approved TSI entry into Phase Zero with agreement from the Tiaki Wai Board.

Communications update

- 10. During February, we have continued to push Tiaki Wai messaging to customers through council channels, signalling that change is coming.
- 11. This has been supported by elected member engagement in relation to the establishment of Tiaki Wai and planned engagement on the WSS.
- 12. Visits to our website have been steady, with 2,600 new users accessing our website in the last 28 days.
- 13. After the Tiaki Wai homepage, in the past month our 'FAQs' page has the most visits (1,600). In mid-February, we published updated FAQs to the Tiaki Wai website. These were based on updated information and actual customer enquiries. As a result, fewer people have been contacting us via our contact form, suggesting that customers are able to self-serve more effectively.
- 14. Based on recent enquiries and publicly available comments on council social media channels, public sentiment is still mixed. While many express scepticism regarding the new entity and concerns about financial pressures, others engage with genuine curiosity and respond to comments with factual information sourced from the Tiaki Wai website.

15. From late March, our communications activity will begin to ramp up to help ensure that the public and stakeholders are aware of Tiaki Wai and the changes ahead. This will include communications about future water charges, billing and payment arrangements including messaging to be included with Councils' Q4 rates notices.

Key challenges

16. As noted in the dashboard, the programme is on track to enable operational establishment of Tiaki Wai on 1 July, but it will remain challenging to meet all Day One milestones, as well as the pathway to Day Two.
17. Key challenges include:
 - 17.1 Billing, which continues to be a high-risk activity that is being actively managed by the Billing Sponsor Group (BSG), with an IQA review underway. There is some risk to IT delivery from outstanding technical questions, but generally the project is on track and moving into service model definition with Councils. We are now also focusing on payment channels with councils to ensure we can provide a full range of ways that people can pay their water bill.
 - 17.2 Public awareness of the change, including the move to separate bills for water services, how much this will cost and how to pay. As noted above, this is being managed through an active communications campaign that will ramp up from late March.
 - 17.3 Agreeing the interim customer service model has proved challenging. Through the ESG we have now confirmed the Day One model and are aligning effort to ensure delivery.
 - 17.4 Completion and agreement of the Transfer Agreements across all five Councils and with Tiaki Wai requires coordinated activity and a series of decisions to be completed by June.
 - 17.5 Resourcing and prioritisation across the programme and with Wellington Water and Councils requires a careful balance to maintain progress and quality. This requires an ongoing collaborative approach to align expectations and priorities.
 - 17.6 Finalising the WSS has been challenging due to timeframes and a materially higher operating budget with an agreed FFO-to-debt glide path acceptable to LGFA to support public consultation that is commencing on 25 March.

Budget

18. Programme spend was \$6.1m to the end of February in relation to an approved budget of \$15m. Total forecast expenditure for the year is now \$18m (with a range of \$16m to \$19m).
19. A further update and request for an increase to the budget is to be developed by early April for approval by the ESG.

Health, safety and well-being

20. There are no establishment programme health and safety issues to note.

21. Staff have continued to work hard and show strong commitment to delivery, quality and how we work with our partners and shareholders.
22. The programme pace, complexity and challenges are placing some pressures on the Establishment Team as well as those working in Councils and Wellington Water that need to be carefully managed.
23. The establishment programme wellbeing is being supported through ongoing team engagement, visible leadership and check-ins recognising the challenging and complex nature of the programme.

Issues and risks

24. 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.

Appendices

Appendix 1: Programme Dashboard Report

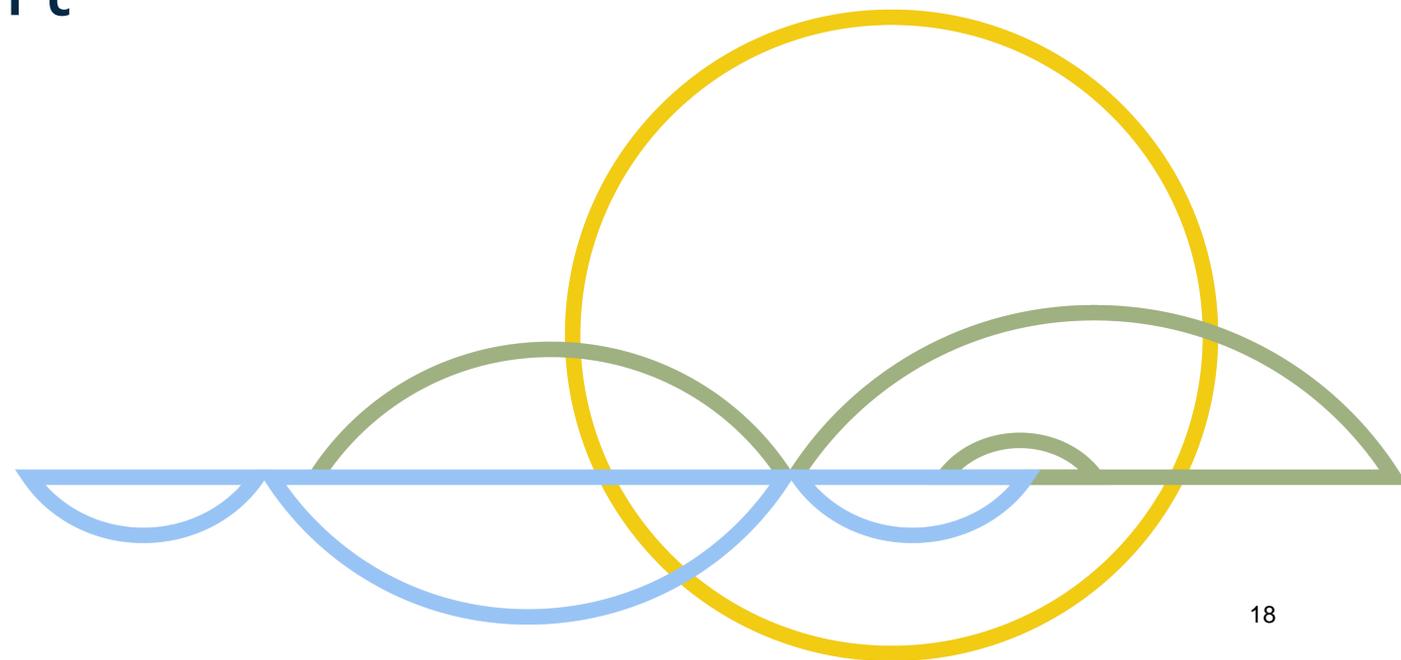
TIAKI WAI

Care in every drop | He wai whakauka

Establishment Programme: Monthly Progress Report

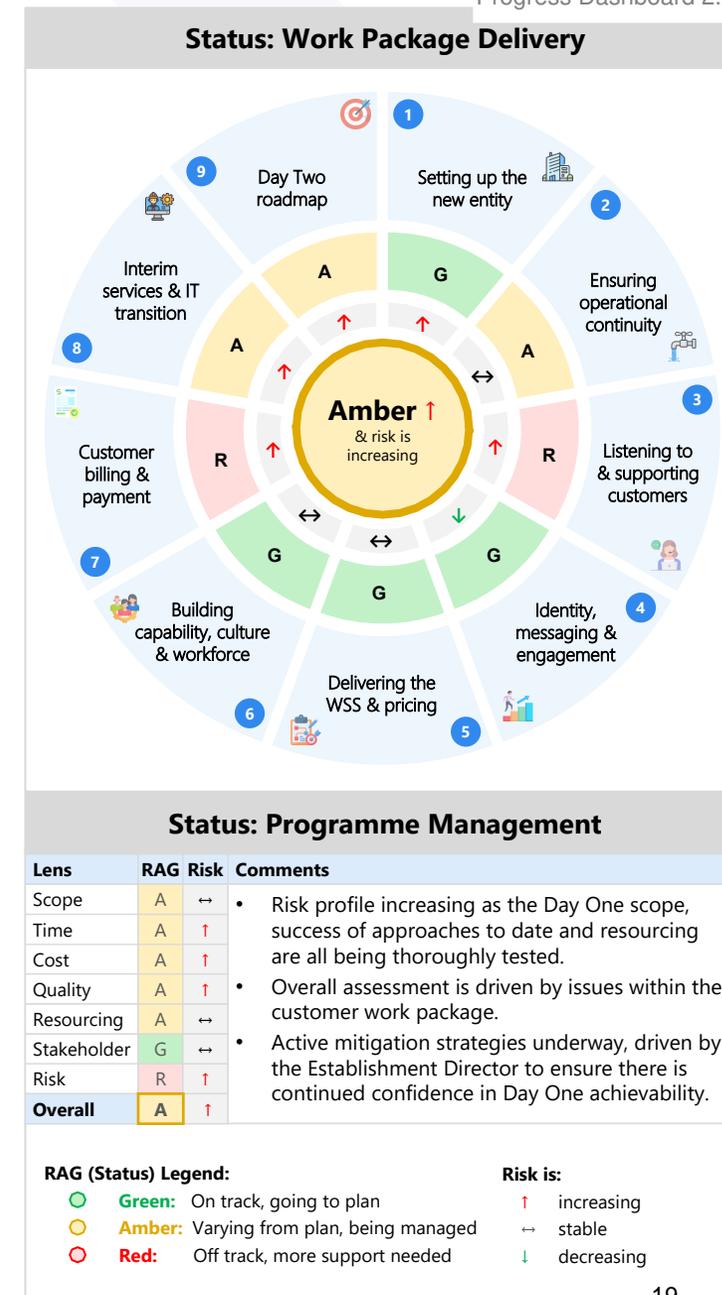
As at 28 February 2026

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



Executive Summary

- February saw good progress in the most time-critical activities – being Transfer Agreements, funding and financing, and the Water Services Strategy (WSS). We are on track for Partners Committee representatives to approve the draft Transfer Agreement template documents by the end of March.
- The team has supported Councils in providing advance briefings to elected members on the establishment of Tiaki Wai and the WSS, led by the Chair of the Tiaki Wai Board.
- The team continues to be cognisant of the impacts on Wellington Water from the Moa Point incident, which is a priority for a number of key Wellington Water staff who are also involved in the operational work package.
- Agreeing the interim customer service model has proved challenging, with the Establishment Director now working with the Executive Steering Group (ESG) to urgently confirm this model and associated arrangements with the Councils, followed by a realignment of the team resourcing, approach and priorities. This Day One model has now been confirmed by the ESG.
- Billing continues to be a high-risk activity that is being actively managed by the Billing Sponsor Group (BSG), with an Independent Quality Assurance (IQA) review underway. There is some risk to IT delivery from outstanding technical questions, but generally the project is on track and moving into service model definition with Councils. 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.
- March includes a notable milestone, for Partners Committee then public engagement on the draft WSS, Customer Charter and Significance & Engagement Policy. This is a major focus for the Strategy and Policy and Communications team members and we anticipate an increase in public interest in who Tiaki Wai is, what it will do and what this means for our communities. Public engagement runs through to 22 April.
- Another milestone is the incoming Tiaki Wai Chief Executive, Michael Brewster joining the organisation on 2 March. The Establishment Director will report to the Chief Executive and both will maintain a close working relationship with the Tiaki Wai Board, Council Chief Executives and the Wellington Water Chief Executive.



Highlights & Challenges

Highlights from the Last Period

- Circulated template Transfer Agreements with response to council feedback; drafted and confirmed consultation approach for the WSS, Customer Charter and Significance and Engagement Policy.
- Advance Elected Member Briefings coordinated with Councils.
- The Tiaki Wai identity package approved, followed by a soft-launch from 2 March. An identity rollout working group has been established with WWL, with project scope and priorities to be endorsed.
- Organisational design worked through with the CE, and WWL functional review commenced (consultation).
- Council IT vendors delivering the billing project are generally on track, alongside finalised supplementary technical specifications. IQA documentary review and interviews complete, with report due in March. Procurement advanced for a digital self-service payment vendor.
- The WWL Board has approved TSI entry into Phase Zero with agreement from the Tiaki Wai Board.

Focus for the Next Period

- The second meeting of the Partners Committee is scheduled for 13 March. We are also on track for Partner Committee representatives to approving the draft Transfer Agreement template documents by 31 March.
- Following Board agreement, on 25 March we will commence with public engagement on the draft WSS, Customer Charter and Significance & Engagement Policy.
- Agreement will be sought from the ESG on the interim customer service model, and moving this work into an accelerated design and implementation approach.
- The billing service model will be confirmed to allow Council and Tiaki Wai recruitment to proceed with confidence from April.
- Supporting and integration of Michael Brewster into Tiaki Wai establishment governance from 2 March.

Financials

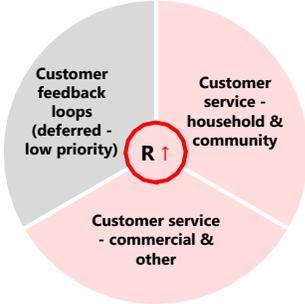
- In November, the CE Group agreed the 'approved budget' of \$15m noting the forecast expenditure of \$18.1m, with a further update and potential request for an increase to be provided by March.
- Actual spend end February FY25/26 is \$6.1m (= 40% budget).

Challenges

1. Confirmation of **customer experience** for the range of customer types is ongoing and needs to be further investigated and confirmed in early 2026 to ensure that this can be delivered working with WWL and Councils.
Resolution is being actively managed by the Establishment Director working with the ESG, to arrive at a realigned plan to ensure a workable and pragmatic Day One interim customer support model will be in place.
2. Mapping out the **end-to-end Transfer Agreement** drafting, population, review and approval process to ensure council and Board approvals are planned for, timings realistic and briefings booked in advance.
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 Simpson Grierson.
3. There will be implications on WWL, and potentially on the WSS and Tiaki Wai as a result of the **Moa Point 4 February incident**.
The Establishment Team is aware that this will impact WWL and are working through potential implications, which generally relate to the availability and capacity of key WWL staff members also involved in the operational continuity and due diligence activities.
4. 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 reached in February for TSI to proceed into its next phase. Further discussions underway on metering.
5. 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 be changed to 'red' (was amber). This reflects that billing remains a critical path item with a high delivery risk profile and requires sustained focus across all teams. The draft IQA report provides useful recommendations to strengthen delivery confidence and further de-risk the work.
6. **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.
7. **WSS** Finalising the WSS financials requires aligning a materially higher operating budget with an agreed FFO-to-debt glide path acceptable to LGFA, under time pressure to support consultation commencing 25 March.
Being actively managed through engagement with the Board on the WSS.

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 on track. Increased risk around accurately populating the transfer agreement schedules (councils) and due diligence of this information (WWL), and how our team can support these processes. LGFA engagement is continuing. Customer Charter and Significance & Engagement policy are on track (with WSS).</p>	 <p>Working with the Tiaki Wai CE to ensure oversight and action on matters with escalation to the Board as required. The Stormwater Taskforce is progressing well in accordance with its brief.</p>	 <p>This work package is currently off track. The Establishment Director working with the Executive Steering Group (ESG) to urgently confirm the interim customer service model and associated arrangements with the metro councils. The resourcing and approach is being realigned. 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"> • Circulated template Transfer Agreements with response to Council feedback. • Drafted and confirmed consultation approach for Customer Charter/ Significance and Engagement Policy (with WSS). • Transactional banking provider confirmed (ANZ). • Debt management policy socialised with and draft Net Asset Calculation Manual (NACM) endorsed by the Board. 	<ul style="list-style-type: none"> • Operational due diligence report drafted, following completed interviews. • Stormwater Taskforce fourth meeting held and on track. • Working with Councils and WWL on the detail associated with handover of non-WWL projects. • Alternative resources onboarded to deliver detailed operating model and change impacts – behind schedule but mitigations in play. 	<ul style="list-style-type: none"> • A targeted Customer Sponsor Group (CSG) has been established. Two meetings held, with the primary discussion being around an interim customer services model decision for Day One. • The service designers have completed the customer journey maps for core residential customer experiences. • Commercial customer discovery and current state mapping is progressing.
Focus for Next Period		
<ul style="list-style-type: none"> • Finalise template Transfer Agreement documents and advance due diligence. • Resolve SWDC share buy-back. • Continue LGFA discussions on covenant glide-path. • Charter and policy (above) consultation commences with WSS – Partners Committee 13 March; public consultation 25 March. • Incorporate Board feedback on debt management policy. 	<ul style="list-style-type: none"> • Risk and assurance summary report being drafted. • Emergency Management workshop and follow up. • Service Level Agreements and Statements of Work being drafted alongside Councils and WWL. • Growth Planning Integration work to commence. 	<ul style="list-style-type: none"> • A paper is being presented to ESG on 11 March to confirm an agreed interim customer service model that will then be detailed with WWL and Councils, producing a pragmatic implementation delivery plan. • Weekly meetings of CSG have been scheduled until Easter to oversee and support this work, and are further supported by SMEs within each Council. • Commercial customer service design will resume.
Key Interdependencies and Challenges		
<ul style="list-style-type: none"> • High reliance on quality of advice/information from councils and WWL, and availability of support/facilitation of this from the Establishment Team. • Timing constraints will be challenging. • Achieving alignment across council and Tiaki Wai decision making will need careful management. 	<ul style="list-style-type: none"> • Ensuring due diligence observations are carefully considered for factual accuracy and prioritisation of any resulting recommendations. • The Transfer Agreement schedule and SLA for stormwater is likely to be complicated and challenging to pull together. • The availability of key WWL resources has been impacted by Moa Point. 	<ul style="list-style-type: none"> • Ensuring a clear pathway and scope that's achievable for Day One. • Progress has incurred delays due to challenges with aligning multiple stakeholder views and variable risk profiles across all involved parties. • Resourcing constraints and competing priorities are also hampering progress.

By Work Package

(Identity | Water Services Strategy | Workforce)

4 Identity, messaging & engagement



This work package is on track, with some risk around identity (branding) rollout timing.

The Tiaki Wai identity has been approved and rollout options are being worked through with WWL.

Customer comms begin to ramp up aligned with the WSS engagement from late March.

5 Delivering the WSS & pricing



This work package is on track, though timelines remain tight.

Following Board approval in March, public engagement on the WSS (and Customer Charter, and Significance and Engagement Policy) will commence from 25 March.

This is a significant milestone and will increase public visibility of who Tiaki Wai is and what it will do.

6 Building capability, culture & workforce



This work package is on track.

Staff consultation on a WWL functional review is underway.

Recruitment and policy development has been resource-constrained but now addressed through new team member joining.

Continued focus on supporting the onboarding of the Tiaki Wai CE.

Highlights from the Last Period

- The Tiaki Wai identity package was approved by the Board and presented to WWL and council staff late in February, followed by a soft-launch from 2 March.
- An identity rollout working group has been established with WWL, with project scope and priorities endorsed.
- Awareness and volumes of questions continue to increase as Councils and Tiaki Wai share information. ~89 enquiries received via info@ mailbox.

- First draft of the WSS has been written, and drafting of associated consultation materials continues.
- Confirmed and consolidated engagement approach for the Customer Charter, Significance & Engagement Policy, and WSS.
- Initial view of capital investment plan and operating budgets for 26/27FY completed, and confirmed stormwater services zones.
- Advance Elected Member Briefings coordinated with Councils.

- Organisational design worked through with the CE and WWL functional review commenced (consultation).
- CE onboarding activities and planning continued.
- Transition guidelines completed.
- Stocktake, and gap analysis completed on policies/ procedures continued.
- New team member onboarded.

Focus for Next Period

- Identity roll-out planning activities are underway.
- Identity budget to be approved by Director.
- Engagement on the WSS, Customer Charter and policies starts 25 March through an online hub, and with a series of online engagement meetings.

- Finalise draft WSS and consultation materials, for Board consideration.
- Complete the long-term capital investment profile.
- Consultation commences – Partners Committee 13 March; public consultation 25 March to 22 April.
- Advance planning for the second (i.e. Y2+) WSS with WWL (who will take the lead from 1 July 2026).

- Functional review with WWL to be completed, and a high level culture initiatives report to be provided to the Tiaki Wai CE.
- Ongoing planning for recruitment to be actioned prior to Day One, including Tier 2 and other critical positions.
- Communications plan and socialisation prior to sharing transition guidelines with WWL staff by the end of March.
- People transfer process to begin from Councils to Tiaki Wai.

Key Interdependencies and Challenges

- We are working to ensure there is alignment across Councils, WWL and Tiaki Wai regarding communications roll out.
- WWL team facing competing priorities and resourcing constraints, which may increase risk of delay.
- Cost estimates for roll out are challenging as a result of the broad range of roll out required.

- Investment planning projections beyond FY26/27 will be forecast as ranges due to confidence levels in the quality of underlying data.
- Finalising the WSS financials requires aligning a materially higher operating budget with an agreed FFO-to-debt glide path acceptable to LGFA, under time pressure to support consultation commencing 25 March

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

By Work Package

(Billing | IT Transition | Day Two)

<p>7 Customer billing & payment</p> <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).</p> <p>There is also some risk from outstanding technical questions that could impact IT delivery, and Payble adoption by all councils.</p> <p>System configuration underway and IQA review well advanced.</p>	<p>8 Interim services & IT transition</p> <p>This work package is on track aside from flow-on impacts of noted risks/issues with interim billing and customer service model.</p> <p>WWL system transition is on track.</p> <p>The WWL Board has approved, with Tiaki Wai Board agreement, to advance the next phase of the TSI programme.</p>	<p>9 Day Two roadmap</p> <p>This work package has been deferred due to delays in the preceding operational impact work.</p> <p>An alternative approach and resourcing is being confirmed with the new CE.</p> <p>Council bylaws, original in this work package, has been brought into a pre-Day One work package (op continuity).</p>
<p align="center">Highlights from the Last Period</p>		
<ul style="list-style-type: none"> • Council detailed planning has been received behind schedule, delaying the integrated schedule and detailed implementation plan by one month. • Council IT vendors are on track with system development and configuration, alongside finalised supplementary technical specifications. • IQA documentary review and interviews complete, with report due in March. • Banking provider (ANZ) and NZ Post payment channel confirmed, and procurement advanced for a digital self-service payment vendor. 	<ul style="list-style-type: none"> • The WWL Board has approved TSI entry into Phase Zero with agreement from the Tiaki Wai Board. • Technical (IT) transition plan for Day One finalised and approved by WWL and the Establishment Director. • Template for interim services agreement drafted and being managed across other contributing work packages (customer, billing, finance, workforce). 	<ul style="list-style-type: none"> • Though supporting PM and BA resources were onboarded, the operational impact work that underpins the immediate post-Day One activities and Day Two Roadmap has not progressed to plan. • An alternative approach and resourcing model has been engaged that intends to mitigate this, with delivery by the end of April (excluding pricing harmonisation).
<p align="center">Focus for Next Period</p>		
<ul style="list-style-type: none"> • Further priority discussions regarding workable payment channels and alignment of direct debit approaches with the Billing Sponsors Group (BSG). • Development of business process/operating model specifications to form the basis of the interim service agreements with all Councils. • IQA report, recommendations and management response to be finalised. • Scope of end-to-end testing and UAT to be developed and agreed. 	<ul style="list-style-type: none"> • Continued support for TSI Board discussions including prioritisation of capabilities, to be discussed mid-March. • Confirm payroll data migration approach for staff transitioning from Councils to Tiaki Wai. • Commence final planning and implementation of Day One contact centre supporting tech (e.g. IVR). 	<ul style="list-style-type: none"> • Engage alternative resources with an accelerated approach working first with the establishment team, then WWL and councils through March. • Establishment Director is working with Tiaki Wai CE to confirm scope and approach to ongoing post Day One activities.
<p align="center">Key Interdependencies and Challenges</p>		
<ul style="list-style-type: none"> • Final decisions to be made on roles and responsibilities regarding other revenue streams. • Little contingency time for business processes/service model to be finalised, enable councils to finalise commence resourcing plans from April. • Delay in integrated planning increases risk of misalignment between parties. 	<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. 	<ul style="list-style-type: none"> • Resourcing and approach challenges in the preceding work has impacted progress, but is recoverable and not critical to Day One being achieved.

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 ✓ LTO 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 ✓ Share transfer agreement drafted WIP Transfer principles resolved (WIP) Councils populate schedules & SLAs WIP 	<ul style="list-style-type: none"> Partners Committee 13/3 agree transfer principles; Board agree LGFA terms sheet Asset/LTO reconciliation complete – at risk All agreements in full draft and issued for review, dispute process in place Insurance market approach Transactional banking established Draft SEP provided to PC for feedback 	<ul style="list-style-type: none"> Agreement feedback, any issues/disputes resolved Board adopt SEP; endorse final draft transfer agreements and SLAs pending final schedule updates Insurance placement Treasury function setup begins 	<ul style="list-style-type: none"> Councils approval of transfer agreements pending final schedule updates Board (or delegate) approve final financial policies, insurance placement 	<ul style="list-style-type: none"> Board approve Customer Charter (then published), finalised financial policies, agree financial reporting Transfer agreements executed, SLAs & other agreements take effect Cashflow model finalised 	<ul style="list-style-type: none"> Post-execution wash ups and transfers, financial reconciliation and audit (duration TBC)
2	Ensuring operational continuity	<ul style="list-style-type: none"> Deliver initial op due diligence report themes and present initial findings to the Board for noting ✓ Compliance and risk interviews with WWL and councils conclude ✓ Stormwater Taskforce (SWTF) inaugural meeting ✓ 	<ul style="list-style-type: none"> Begin council upfront due diligence interviews ✓ Discovery for step 2 (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 (deferred) 	<ul style="list-style-type: none"> Deep dives completed Board update on risk and current compliance status Consolidate business continuity, disaster preparedness & incident response plans into a single document for CE approval 	<ul style="list-style-type: none"> Provide final operational position report to Board for noting including due diligence monitoring plan and Day Two recommendations plan. CE approves resilience and continuity plans 	<ul style="list-style-type: none"> Publish consolidated business continuity plan Final operational and due diligence documentation finalised for Day One handover. 	
3	Listening to & supporting customers	<ul style="list-style-type: none"> Priority current state analysis (faults) WIP Customer support strategic options ✓ Board approves customer experience strategic option(s) ✓ 	<ul style="list-style-type: none"> Continue current state analysis (emergency mgmt, response, complaints; and begin commercial incl. trade waste, high needs, metered) - WIP 	<ul style="list-style-type: none"> Residential customer current state mapping validated with councils and WWL - WIP 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 and WWL Day One Residential customer blueprint drafting complete (high priority) ✓ Board note customer service model design & implementation – (Pass 1) (at risk & subject to ESG agreement on model) 	<ul style="list-style-type: none"> Develop customer profiles (from Mar) Day One 'commercial' customer blueprint drafting complete Customer experience implementation planning Board note customer service model design & implementation – (Pass 2) 	<ul style="list-style-type: none"> Day One customer implementation – training, testing, readiness Develop KPI/metrics reporting Voice of Customer (VoC) and customer reference group scoping & planning (may be deferred – low priority for Day One) 	<ul style="list-style-type: none"> Day One customer implementation final readiness assessment Stand up customer reference group (may be deferred – low priority for Day One) 	<ul style="list-style-type: none"> VoC and reference group transition to BAU Post-Day one customer support hyper-care / transition to full BAU (details TBC)
4	Identity, messaging & engagement	<ul style="list-style-type: none"> Comms plan for stage 2 ('introduce') ✓ Board notes comms approach ✓ Identity design brief, agency procurement, development & planning commences ✓ Stakeholder mapping ✓ 	<ul style="list-style-type: none"> Identity development - creative concepts ✓ Detailed comms for stage 1 and Elected Officials ✓ Assessment of WWL current website ✓ 	<ul style="list-style-type: none"> Action stage 2 ('introduce') comms ✓ Board meet and greet with Elected Officials ✓ Board approve identity and delegates to CE to execute implementation ✓ 	<ul style="list-style-type: none"> Complete briefings to Elected Officials ahead of WSS and transfer agreements Website material drafting Identity rollout planning and implementation working with WWL working group 	<ul style="list-style-type: none"> Detailed communications strategy for stage 4 ('what I need to know') Internal identity awareness and roll out commences 	<ul style="list-style-type: none"> Action stage 4 ('what I need to know') comms Identity rollout continues (details TBC) Website build/update commences (WWL led) 	<ul style="list-style-type: none"> External identity roll out commences (TBC) 	<ul style="list-style-type: none"> Reactive comms support alongside or followed by transition to comms to BAU External identity roll out continues (TBC)
5	Delivering the WSS & pricing	<ul style="list-style-type: none"> Confirm LTP alignment, LoS targets, regulatory and other reqs, network risks/mitigations, indicative investment prog. ✓ Board agree applicable financial principles, approach, risk, deliverability ✓ Board approve WSS consultation approach ✓ 	<ul style="list-style-type: none"> WSS drafting continues ✓ Engagement plan drafting ✓ Y1 budget strategic financial model developed (starts Dec) ✓ Pre-engagement reviews by councils, WWL and legal ✓ 	<ul style="list-style-type: none"> LGFA covenant glidepath 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 consult/engagement - WSS + SEP (whole month) Partners Committee update on draft WSS Parallel finalisation of investment programme and prioritisation 	<ul style="list-style-type: none"> Board report back on outcomes from consult/engagement WSS updates made following consultation Refine financial model & policies Finalise investment programme and prioritisation Joint WWL / Tiaki Wai market briefing 	<ul style="list-style-type: none"> Partners committee update on WSS WSS final updates inc. legal review Refine financial model including valuation updates Board final review of final draft WSS and FY26/27 Budget 	<ul style="list-style-type: none"> Final re-budget Board adopt WSS and pricing schedules WSS shared with Partners Committee WSS published (on website) 	<ul style="list-style-type: none"> Transition of strategy & policy to BAU Advice of preparation of 2027-37 WSS including areas of improvement needed e.g. level of service framework and prioritisation framework
6	Building capability, culture & workforce	<ul style="list-style-type: none"> Upfront due diligence and discovery on people policies, job descriptions and industrial relations ✓ Organisational design due diligence and drafting report ✓ Staff transfer guidelines drafted ✓ People comms plan finalised ✓ 	<ul style="list-style-type: none"> Confirm staff transfer roles, further develop staff transfer strategy ✓ Begin people policy analysis ✓ Progress org design options, high-level culture initiatives, change impact & readiness Confirm recruitment agency for T2 & critical roles ✓ 	<ul style="list-style-type: none"> CE agree org design options and staff 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 Begin capability uplift & recruitment Develop training materials Draft policies and guidance Culture initiatives begin Notification to WWL staff of transition details 	<ul style="list-style-type: none"> Socialise and finalise people policies Change readiness check in WCC payroll changes loaded Staff transition arrangements continue Capability uplift continues. Recruitment continues Culture initiatives continued 	<ul style="list-style-type: none"> Org structure implementation complete Staff transfer arrangements complete Deliver induction and training Onboard recruited staff 	<ul style="list-style-type: none"> Transition to people & workforce BAU
7	Customer billing and payment	<ul style="list-style-type: none"> Finalise Project Brief and revised cross-council governance ✓ Define the operating/service model ✓ Produce integrated project plan WIP Decisions on payment channels WIP IT development has commenced ✓ 	<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 plan for trade waste, dev contributions & water connections WIP Contingency planning with Billing Sponsors Group WIP 	<ul style="list-style-type: none"> Board status update and IQA findings Vendors complete system configurations Finalise testing & assurance processes Finalise supplementary process (op model) Draft interim service agreements 	<ul style="list-style-type: none"> Board update on critical path and risks Begin testing of interim solution Begin developing go-live checklists Finalise payment channel set up including NZ Post Billing related communications aligning to 'what I need to know' 	<ul style="list-style-type: none"> Continue unit testing and end-to-end billing simulation Complete compliance assurance Conduct risk and assurance assessments Follow up IQA process (TBC) 	<ul style="list-style-type: none"> Board update on critical path and risks Activate payment channels Deliver staff training and final readiness activities Billing related communications aligning to 'what I need to do' 	<ul style="list-style-type: none"> Contingency time for slippage/issue resolution (TBC) Solution fully transitioned to BAU ahead of first billing cycle First billing cycle hyper-care (cycle timing TBC)
8	Interim services & IT transition	<ul style="list-style-type: none"> Technical transition plan outlined ✓ Microsoft Tenant setup begins ✓ IRD approach confirmed (impacts payroll) ✓ 	<ul style="list-style-type: none"> TSI-focused joint workshop with Tiaki Wai and WWL Boards ✓ Public-facing WWL systems brand/impact stocktake ✓ 	<ul style="list-style-type: none"> Technical transition plan 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, potentially billing) Technical transition implementation commences – WWL led TSI Phase Zero underway – WWL led 	<ul style="list-style-type: none"> Monitoring WWL technical transition implementation SWDC technology exit commences 	<ul style="list-style-type: none"> Monitoring WWL technical transition implementation TSI Phase Zero complete 	<ul style="list-style-type: none"> Board approve TSI programme business case TSI Phase One commences Public-facing system rebrand complete (dependent on identity) SWDC technology exit complete 	<ul style="list-style-type: none"> (No BAU handover required as WWL performing all transition work)
9	Day Two roadmap	<ul style="list-style-type: none"> Scope approach / procurement for price modelling for harmonisation by 1 July 2027 	<ul style="list-style-type: none"> Confirm approach and complete scoping of Day Two roadmap alongside Day One Playbook (with Ops) and finalised Establishment Plan ✓ Alignment of/with Day Two pricing strategy ✓ Confirm procurement approach for price harmonisation-modelling 	<ul style="list-style-type: none"> Tighten definition of 'interim' and transitional pathway to TSI/other systems/outcomes 	<ul style="list-style-type: none"> Catch up on deferred February deliverables 	<ul style="list-style-type: none"> Develop first draft of Day Two Roadmap and resourcing plan and consult with establishment team, councils (where applicable) and WWL 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
- Tracking behind schedule
- C 24 - active mgmt.

1

Setting up the legal entity to operate

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 
- Transfer agreements
- WWL share transfer / amalgamation
- Ongoing SLAs (& other agreements)

Finance & Funding

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

2

Ensuring operational & service continuity

Operational Due Diligence 

- 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

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

Resilience & Continuity 

- Business continuity
- Disaster preparedness
- Incident response

Day One Operating Impacts

Growth Planning Integration

High Risk Project Assurance 

South Wairarapa DC Service Transition
(Monitoring, WWL lead)

Council bylaws (moved from Day Two)

3

Listening to & supporting our customers

Customer Service Model  

- Household & Community Customers
- Commercial Customers

Customer Feedback

- Voice of Customer (VoC)
- Customer Reference Group

4

Building our identity, messaging & engagement

Communications

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

Identity

- Identity development
- Identity rollout 
- Research

Partnerships

- Iwi partnerships 
- Council partnerships

5

Delivering the Water Services Strategy & Pricing

Water Services Strategy 

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

Revenue/Pricing Strategy & Policies

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

6

Building organisational capability, culture & workforce

Organisation Design

People, Culture, Recruitment, Transition & Onboarding

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

People Policies & Procedures

- Review existing ✓
- 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



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

Legend:

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