



AGENDA

Water Organisation Joint Committee meeting Friday, 19 June 2026

**I hereby give notice that a Water Organisation Joint Committee meeting
will be held on:**

Date: Friday, 19 June 2026

Time: 10:00 am

**Location: Tauranga City Council Chambers
L1, 90 Devonport Road
Tauranga**

**Marty Grenfell
Chief Executive**

Terms of Reference – Water Organisation Joint Committee

Membership:

Independent Chair	[Insert name, if any (otherwise insert “None”)]
Chair (if no Independent Chair)	<p>Tauranga City Council (“TCC”) Chair</p> <p>Or</p> <p>Western Bay of Plenty District Council (WBOP) Chair</p> <p><i>If no Independent Chair is appointed, then the Chair will be appointed by the Committee being a member of TCC or member of WBOPDC on a rotational basis. Frequency of the rotation to be approved by the Committee</i></p>
Deputy Chairs	<p>TCC Deputy Chair:</p> <ul style="list-style-type: none"> • [insert] <p>WBOPDC Deputy Chair:</p> <ul style="list-style-type: none"> • [insert] <p><i>Where an Independent Chair is appointed, then the Deputy Chair will be appointed by the Committee being a member of TCC or member of WBOPDC on a rotational basis. Frequency of the rotation to be approved by the Committee.</i></p> <p><i>Where the Chair is a TCC or WBOPDC member, then the Deputy Chair will be a member of the other Council, with the rotation on the same cycle as the Chair.</i></p>
Members	<p>Total of 9 members:</p> <ul style="list-style-type: none"> • 3 TCC representatives (must be appointed via TCC Council resolution and must be elected members of TCC) <ul style="list-style-type: none"> ○ Cr Marten Rozeboom ○ Cr Kevin Schuler ○ Cr Glen Crowther ○ <i>Cr Rick Curach (alternate)</i> ○ <i>Cr Steve Morris (alternate)</i> ○ <i>Cr Hautapu Baker (alternate)</i> • 3 WBOPDC representatives (must be appointed via WBOPDC Council resolution and must be elected members of WBOPDC) <ul style="list-style-type: none"> ○ Mayor James Denyer ○ Deputy Mayor Margaret Murray Bengé ○ Cr Graeme Elvin ○ <i>Cr Rodney Joyce (alternate)</i> ○ <i>Cr Tracey Coxhead (alternate)</i> ○ <i>Cr Darlene Dinsdale (alternate)</i> • 3 Tangata Whenua (TW) representatives (nominated by TW)

	<p>and appointed by TCC by Council resolution acting as administrative agent for the partnership.)</p> <ul style="list-style-type: none"> ○ Mr Hakopa Tapiata ○ Hon Kiritapu Allan ○ Ms Kylie Smallman ○ <i>Mr Shadrach Rolleston (alternate)</i> ○ <i>Ms Rohario Murray (alternate)</i> ○ <i>Ms Roana Bennett (alternate)</i> <p>Each appointing or nominating party has the ability to appoint or nominate up to three alternates. An alternate may attend and participate in place of an appointed member only when that appointed member is absent. At no time may the number of representatives acting for an appointing or nominating party exceed the number of appointed members</p>
Quorum	A minimum of two persons each from TCC, WBOP, and TW
Meeting frequency	Bi-monthly or as otherwise determined by the Committee or the Councils.

Role:

- The purpose of this Committee is to provide recommendations to the TCC & WBOPDC (“**Councils**”) to assist their decision-making as shareholders in [insert name of water organisation (“**WO**”)]. The Committee will provide recommendations regarding the subject matter set out below under the sub-heading “Scope” (or other matters that may be directed by the Councils from time to time).
- The TW representatives on the Committee are to represent the Iwi and Hapū whose rohe falls within the local government areas of TCC and WBOPDC.

Scope:

- Statement of Expectations (“**SOE**”). Responsibilities to include:
 - Review draft SOE prepared by staff.
 - Provide feedback and comments on draft documents to staff and require amendments to achieve a version of the SOE that the Joint Committee is content to endorse to the Councils.
 - Present SOE to both Councils for consideration and approval.
- WO’s Water Services Strategy (“**WSS**”). Responsibilities to include:
 - Review draft WSS provided by WO.
 - Prepare proposed comments on the WSS for the Councils to raise with the WO.
 - Present the proposed comments to Councils for consideration and approval.
- Any WO policies that require shareholder input (such as significance and engagement policy or director appointment policy). Responsibilities to include:
 - Review draft policies prepared by WO (or prepared by Council staff if relevant).

- Provide feedback and comments on draft documents to WO / to staff and require amendments to achieve a version of the relevant policy that the Joint Committee is content to endorse to the Councils.
- Present policies to Council(s) for consideration and approval.
- Service Level Agreements between the WO and the relevant Council. Responsibilities to include:
 - Provide high-level oversight of the performance of obligations agreed under SLAs between the WO and either Council.
 - Receive reports from the WO and Council Chief Executives as to whether the SLA's are within the approved budgets.
 - Receive reports from the WO and Council Chief Executives how transition off SLA's is proposed to be managed over time.
- Significant contracts (sections 23 and 24 of the Local Government (Water Services) Act 2025 (“Act”)). Responsibilities to include:
 - Review WO’s proposal for a significant contract, and WO’s assessment of options.
 - Form a recommendation for the Councils to consider, and present to Councils.
- Appointment of Board of Directors. Responsibilities to include:
 - Review candidates against Director Skills Matrix and any policies of the respective Councils.
 - Form a view on proposed Director appointment roles that the Joint Committee is content to endorse to the Councils.
 - Consideration of succession planning, rotation and future skill requirements.
 - Oversee Board performance review.
 - Present recommendations to both Councils for consideration and approval.
- Director remuneration. Responsibilities to include:
 - Review remuneration policies.
 - Review market data benchmarking information.
 - Prepare recommendations and present to both Councils for consideration and approval.
- Director Skills Matrix. Responsibilities to include:
 - Review Director Skills Matrix periodically to align term of appointment to Board.
 - As the Joint Committee sees fit, prepare amendments of the Matrix and present to both Councils for consideration and approval
- Annual review of the WO in accordance with s 250 of the Act. Responsibilities to include:
 - Prepare a written annual assessment with the Joint Committee’s perspective on the performance of the WO including the WO’s performance in giving effect to the SOE and WSS.
 - Present annual report to both Councils for consideration and approval
- WO’s Water services annual report. Responsibilities to include:
 - Review WO’s annual report
 - Prepare comments on the WO’s annual report.
 - Provide comments to Councils for consideration and approval.

- WO's half-yearly water services report under s 248 of the Act. Responsibilities to include:
 - Review WO's half-yearly report.
 - Prepare comments on the report
 - Provide comments to Councils for consideration and approval.
- WO's annual budget. Responsibilities to include:
 - Review WO's draft annual budget.
 - Prepare comments on the WO's draft annual budget.
 - Provide comments to Councils for consideration and approval.
- Any other plans or reports that the Councils require from the WO under section 249 of the Act. Responsibilities to include:
 - Review WO's plans or reports.
 - Prepare comments and provide to Councils for consideration and approval.
- Any other functions (and responsibilities related to such functions) assigned to the Joint Committee by the Councils in writing over time (whether those functions are initially raised by the Councils, or initially raised by the Joint Committee for recommendation and approved by the Councils).

Power to act:

- The Committee is not a decision-making body (and has no formal voting rights on behalf of the Councils). The Councils will make final decisions on all matters addressed by the Committee. The role of voting in the context of the Committee is to inform recommendations to the Councils.
- Recommendations to the Councils will be made on the following basis:
 - Where possible, the Committee will make recommendations to the shareholding Councils on a consensus basis. For clarity, consensus is where all parties on the Committee agree on the same recommendation. The consensus recommendation will be recorded and presented to the shareholding Councils for a decision.
 - Where a consensus is not possible, the respective positions of each party on the Committee will be recorded and presented to the shareholding Councils for a decision.
- Where reference is made to consensus, it refers to a consensus of parties on the Committee (being TCC, WBOPDC and TW), rather than a consensus of each individual member of the Committee. In other words, there can still be a consensus of the parties with a minority dissenting view within one or more parties. Nevertheless, should any individual wish to formally note their disagreement, even when the parties have reached a consensus, they retain the right to have their dissenting perspective recorded.

Procedural matters:

- Format: Meetings may be held in person or virtually, as required and will be open to the public.

- Agenda: Agendas and supporting documentation will be circulated at least two working days in advance of each meeting when possible. TCC, as administrative agent for the establishment of the WO, will distribute the agenda until such time that the WO undertakes these activities.
- Meeting outcomes and direction: Direction and Action points will be recorded and maintained.
- Standing Orders: The Committee is a public committee which operates under TCC's standing orders and pursuant to Clause 30 and 30A of Schedule 7 of the Local Government Act 2002

Power to recommend:

- To make recommendations to TCC and WBOPDC as it deems appropriate.

Power to sub-delegate:

- The Committee has no power to sub-delegate any of its functions, duties or powers.

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- 1 OPENING KARAKIA**
- 2 APOLOGIES**
- 3 PUBLIC FORUM**
- 4 ACCEPTANCE OF LATE ITEMS**
- 5 CONFIDENTIAL BUSINESS TO BE TRANSFERRED INTO THE OPEN**
- 6 CHANGE TO ORDER OF BUSINESS**
- 7 DECLARATION OF CONFLICTS OF INTEREST**

8 BUSINESS

8.1 Appointment of Chairperson and Deputy Chairperson

File Number: A20339326

Author: Christine Jones, General Manager: Strategy, Partnerships & Growth

Authoriser: Christine Jones, General Manager: Strategy, Partnerships & Growth

PURPOSE OF THE REPORT

1. The purpose of the report is to:
 - (a) Appoint the Chairperson and the Deputy Chairperson.
 - (b) Determine the cycle of rotation of the Chairperson and Deputy Chairperson.

RECOMMENDATIONS

That the Water Organisation Joint Committee:

- (a) Receives the report "Appointment of Chairperson and Deputy Chairperson".
- (b) Appoints _____ as the Chairperson, and _____ as the Deputy Chairperson.
- (c) Approves that the first rotation cycle of the Chair and Deputy Chair roles will be for the period 19 June 2026 to 30 November 2027.

BACKGROUND

2. At the 21 April Tauranga City Council (TCC) meeting and at the 28 April Western Bay of Plenty District Council (WBoPDC) resolutions were passed to establish the Water Organisation (WO) Joint Committee. The approved Terms of Reference of the Committee provided for the appointment of either an independent chair, or a Council member of the Committee as the Chair. Both Councils have agreed that at this time no independent chair will be appointed.
3. The Terms of Reference states the following in respect of the chair:
 - *If no Independent Chair is appointed, then the Chair will be appointed by the Committee being a member of TCC or member of WBOPDC on a rotational basis.*
 - *Where the Chair is a TCC or WBOPDC member, then the Deputy Chair will be a member of the other Council, with the rotation on the same cycle as the Chair.*
 - *Frequency of the rotation to be approved by the Committee.*

CHAIR APPOINTMENT AND ROTATION

4. The appointment of Chair and Deputy Chair is a political decision, so no staff recommendation is provided on this matter.
5. With respect to the timing of the first rotation, staff recommend this to the end of November 2027 for the following reasons:

- The WO commencement date is 1 July 2027, so there is benefit of having continuity of Chairperson through the establishment and early operation period.
- There is a possibility of other Councils joining the WO from 1 July 2028, so a rotating of the chair in advance of that would provide for continuity in the seven months leading up to and after that change.
- The 30 November 2027 date provides a period of circa 12 months to 30 November 2028 when appointments to CCO's post the triennial Local Government elections are currently expected to occur.

TE AO MĀORI APPROACH

6. Tangata Whenua representatives have been appointed to the WO Joint Committee. As per the approved Terms of Reference of the Committee, the Tangata Whenua members are not appointed to Chair or Deputy Chair roles.

SIGNIFICANCE

7. The Local Government Act 2002 requires an assessment of the significance of matters, issues, proposals and decisions in this report against Council's Significance and Engagement Policy. Council acknowledges that in some instances a matter, issue, proposal or decision may have a high degree of importance to individuals, groups, or agencies affected by the report.
8. In making this assessment, consideration has been given to the likely impact, and likely consequences for:
 - (a) the current and future social, economic, environmental, or cultural well-being of the district or region
 - (b) any persons who are likely to be particularly affected by, or interested in, the decision.
 - (c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.
9. In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the decision is of low significance.

ENGAGEMENT

10. Taking into consideration the above assessment, that the decision is of low significance, officers are of the opinion that no further engagement is required prior to Council making a decision.

NEXT STEPS

11. When the resolution to appoint the Chairperson has been passed, that person will assume the Chair for the remainder of this 19 June 2026 meeting.

ATTACHMENTS

Nil

8.2 Recruitment of the Board (Verbal Update)

ATTACHMENTS

Nil

8.3 Update from the CEO - The First 50 Days Review (Presentation)

ATTACHMENTS

Nil

8.4 Establishment Programme Work Plan

File Number: A20332868

Author: Cathy Davidson, Water Organisation Establishment Lead

Authoriser: Kevin Lavery, Establishment Chief Executive Officer for the Water Organisation

PURPOSE OF THE REPORT

1. This report provides the Joint Committee with a high-level summary of the:
 - a) Establishment Plan
 - b) The key milestones, decision making requirements for the Joint Committee and future Board of Directors.

RECOMMENDATIONS

That the Water Organisation Joint Committee:

- (a) Receives the report "Establishment Programme Work Plan".
- (b) Notes the summary of the Establishment Work Plan incorporates the findings of the Water Organisation's CEO 50 day review.
- (c) Notes the summary of the Establishment Work Plan, as provided by this report.
- (d) Notes the upcoming work programme for the Joint Committee, which is provided by Attachment 1 to this report and includes:
 - (i) Providing comments on foundational documents (Statement of Expectations, Constitution, and Shareholders Agreement).
 - (ii) consideration of the transition arrangements
 - (iii) continued programme monitoring

EXECUTIVE SUMMARY

2. The Establishment Plan (the **Plan**) is intended to outline the work programme to transition from council managed water service environments to a single sub-regional water organisation that operationally independent from 1 July 2027.
3. This report provides a high-level summary of the Establishment Plan. The Plan itself will form part of the Transition Agreement that will be provided at the end of July 2026.
4. The Plan recognises that a successful transition is not solely a legal or structural exercise; it requires coordinated and timely decisions across governance, finance, staff / workforce, business systems, business processes, service continuity, asset transfer, partner relationships with tangata whenua, stakeholder relationships, and regulatory readiness.
5. The scope of the Establishment Plan includes:
 - Legal and commercial arrangements
 - Finance arrangements
 - Asset Management, Operations and Stormwater planning
 - Strategy, Policy and Bylaws

- Digital and customer readiness programme
 - Overall programme management
6. The plan captures key milestones and clearly identifies the decision-making responsibilities of the Joint Committee (Tauranga City Council and Western Bay of Plenty District Council and tangata whenua) and the yet to be established Board of Directors. (**Attachment 1**).
 7. The Joint Committee plays a critical governance role during the establishment phase, providing oversight, aligning council positions, and providing comments on key foundational documents such as the Constitution and Shareholders Agreement. It also monitors funding, risks, and programme readiness. Once established, the Board of Directors will take responsibility for operational readiness, governance, and long-term strategic direction.
 8. The plan captures CEO 50-day review that has focused on safe transition, organisational change and readiness, stormwater, and growth charges.

BACKGROUND

9. **Principles and Strategic Intent** - The Establishment Plan objectives are to ensure that the new organisation is capable of delivering safe, reliable, resilient, and affordable water services from Day 1, while also being positioned to deliver long-term strategic value and public benefit.
10. The strategic intent is to act in the best interests of its shareholders and of current and future customers. The organisation is intended to combine scale, capability, and investment capacity while remaining responsive to local needs and expectations.
11. From Day 1, the Water Organisation will need to maintain continuity of customer service, operate with fit-for-purpose governance and delegations, manage critical assets and compliance obligations, support workforce transfer and organisational mobilisation, and provide assurance that future investment, financial management, and customer arrangements are stable and appropriately governed.
12. In order to achieve this the Establishment Plan is concerned not only with transition, but with creating the foundation for sustained organisational performance. Successful execution of the Establishment Plan requires an experienced team. Note: workstream leaders have been appointed to all of the identified workstreams, and there is a recruitment process underway for a tangata whenua specialist.
13. **The scope of the Establishment Plan** is extensive and reflects the reality that a successful transition will depend on coordinated delivery across multiple workstreams. As the Establishment Plan is a working document, it is not provided in full as an attachment to this report. Instead, a summary of the Plan's scope is provided below. The full plan will form part of the Transition agreement that will be presented to Joint Committee at its July meeting.
 - a) Legal and Commercial arrangements such as the Statement of Expectations, Constitution, Shareholders Agreement, incorporation, transfer agreements, and transitional service arrangements;
 - b) Finance arrangements to establish funding principles, Day 1 billing and revenue collection, transfer of debt, future charging frameworks, financing instruments, and core financial systems;
 - c) Asset Management, Operations and Stormwater arrangements to prepare the combined capital programme, asset management planning, compliance, health and safety, business continuity, service contracts, stormwater, trade waste, and asset transfer matters;
 - d) People and Workforce activity to support organisational design, workforce transition, recruitment, employment frameworks, and HR systems;

- e) Strategy, Policy and Bylaws supports the development of the first Water Services Strategy, and a comprehensive suite of policies and bylaws (council's to retain responsibility of Bylaws) to support the Water organisation
 - f) Digital and Customer readiness to support key relationships with IAWAI, customer billing, customer services, operational business systems, business processes, and data transition. Note, there is a particular emphasis on managing risk associated due to the introduction of new digital systems, particularly around the timing of systems, timing of associated business change and ongoing staff and training requirements.
 - g) Programme Management – tangata whenua partnerships arrangements, budget management, internal and external communications, community engagement, change readiness, and the overall deliverables of programme milestones. These elements have impacts across the whole programme.
14. **Key Upcoming Requirements for the Joint Committee** - During the immediate establishment period, the Joint Committee has a critical role as the shared governance forum between the two councils. Its principal function is to provide oversight, alignment, and recommendations on matters requiring a unified position before final council approval or before responsibility transfers to the Water Organisation Board.
15. The upcoming work programme for the Joint Committee (**Attachment 1**) includes:
- Providing comments on foundational documents (Statement of Expectations, Constitution, and Shareholders Agreement).
 - consideration of the transition arrangements that will govern establishment activity and the relationship between the councils and the new organisation.
 - oversight of project cost assumptions, budget sufficiency, and major programme risks.
 - continued monitoring of the programme's readiness trajectory, including whether critical workstreams remain on track for Day 1.
16. The Joint Committee is also an important forum for providing strategic direction on matters where council expectations must be aligned at an early stage, including pricing and charging principles, transfer principles, key scope assumptions, iwi and hapū expectations, and the appropriate balance between establishing operational independence for the Water Organisation and managing ongoing council interfaces.
17. The Committee will receive progress reporting, identify matters requiring escalation to the shareholder councils, and support the conditions necessary for the future Board to assume responsibility within a programme that is well governed, adequately resourced, and transparent in relation to key decisions still to be resolved.
18. **Key Upcoming Requirements for the Board of Directors** - Once appointed, the Board of Directors will become the principal governance body responsible for taking the organisation from establishment into operational readiness and subsequently into business-as-usual performance (**Attachment 1**). While the councils and the Joint Committee will retain important shareholder and transition-related roles, the Board will be required to assume leadership over the matters necessary to govern the organisation as a functioning entity.
19. The Board's early priorities are expected to include oversight of final preparations for transfer agreements and service level arrangements, approval of critical policies and plans, confirmation of organisational capability and leadership, establishment of financial and reporting controls, and maintenance of assurance across major operational readiness areas including health and safety, compliance, emergency response, workforce mobilisation, and customer service continuity.
20. The Board will also play a central role in shaping the medium-term direction of the Water Organisation through approval of the Water Services Strategy, investment and asset management frameworks, and future pricing and service delivery approaches. In practice, the Board will need to balance its statutory governance responsibilities with an intensive

period of establishment oversight, requiring timely information, clear recommendations, and disciplined management support.

STATUTORY CONTEXT

21. The matters in this report form part of Council's overall response to the government's Local Water Done Well programme via the Local Government (Water Services) Act 2025. There are no specific statutory compliance matters to be considered in respect of this report.

STRATEGIC ALIGNMENT

22. Council's overall response to the Local Water Done Well reforms supports delivery of the following community outcomes.

	Contributes
We are an inclusive city	<input type="checkbox"/>
We value, protect and enhance the environment	<input checked="" type="checkbox"/>
We are a well-planned city that is easy to move around	<input checked="" type="checkbox"/>
We are a city that supports business and education	<input type="checkbox"/>
We are a vibrant city that embraces events	<input type="checkbox"/>

23. This report, and the wider water programme, are part of ensuring Tauranga and Western Bay of Plenty has water services that are sustainable, affordable, well-planned and maintained, and of high quality.

FINANCIAL CONSIDERATIONS

24. The total budget for establishing the Water Organisation is \$8.8M. This budget was approved 24 March 2026. This is a shared cost between Councils.

LEGAL IMPLICATIONS / RISKS

25. The establishment of the Water Organisation requires completion of a substantial legal workstream, including preparation of a Transfer Agreement. The primary risk is that this work is not sufficiently resourced, and the Establishment Plan and transition arrangements are key to mitigating this risk.

TE AO MĀORI APPROACH

26. The Establishment Plan for the Water Organisation reflects the commitment of the shareholder councils to uphold relationships with iwi and hapū, including existing obligations and expected engagement arrangements. Collectively, these principles provide the basis for engagement activities, governance decisions, and transition choices throughout the establishment phase. There is a current recruitment process underway to recruit a tangata whenua specialist.

CLIMATE IMPACT

27. This report has no direct climate impacts; however, the proposed WO will enable an integrated sub-regional approach to the management and delivery of water, wastewater and stormwater services, providing opportunities for improved climate and environmental outcomes over time.

CONSULTATION / ENGAGEMENT

28. Engagement regarding the option of establishing a multi-council Water Organisation occurred alongside Tauranga and Western Bay of Plenty District Council's 2025/2026 Annual Plan consultation process.

SIGNIFICANCE

29. The Local Government Act 2002 requires an assessment of the significance of matters, issues, proposals and decisions in this report against Council's Significance and Engagement Policy. Council acknowledges that in some instances a matter, issue, proposal or decision may have a high degree of importance to individuals, groups, or agencies affected by the report.
30. In making this assessment, consideration has been given to the likely impact, and likely consequences for:
 - (a) the current and future social, economic, environmental, or cultural well-being of the district or region
 - (b) any persons who are likely to be particularly affected by, or interested in, the matter.
 - (c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.
31. In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the matter is of low significance. This is because this report primarily provides an update the proposed workplan for the establishment of the Water Organisation. It does not seek any decisions.

ENGAGEMENT

32. Taking into consideration the above assessment, that the decision is of low significance, officers are of the opinion that no further engagement is required prior to Council making a decision

NEXT STEPS

33. The immediate priority is to provide aligned oversight and support those establishment decisions that require a shared council position. For the future Board, the principal task will be to assume stewardship of the emerging organisation, translate planning into operational readiness, and provide governance assurance that the entity is prepared to discharge its obligations from Day 1. A clear and disciplined transition between these governance roles will be critical to the overall success of the programme.

ATTACHMENTS

1. **Establishment Plan - Timeline and Responsibilities - A20419639** [↓](#) 

Milestones / Deliverables

Joint Committee Comments

Council(s) decision



Joint Committee's Role	Milestone	Action	Timing
Joint Committee to make comments, Council(s) to make decisions	Foundational Documents: Constitution, Shareholder's Agreement	Decisions Council	June 26
	Draft Statement of Expectations	Decision Council	September 2026
Workshops to be required	Provide comments to the Board on the draft Water Services Strategy Provide comments on the Investment Delivery Plan	Response on drafts Council	November 2026
Workshops to be required	Draft Transfer Agreement Draft Service Level Agreements	Both Council & Board	Dec 26
No Workshop	Final Water Services Strategy Investment Delivery Plan	No Council decision Req	May 2027
Council paper (No Board in place)	Digital Readiness Phase 2 (system development - Finance, HR, payroll)	Decision Council	July 2026

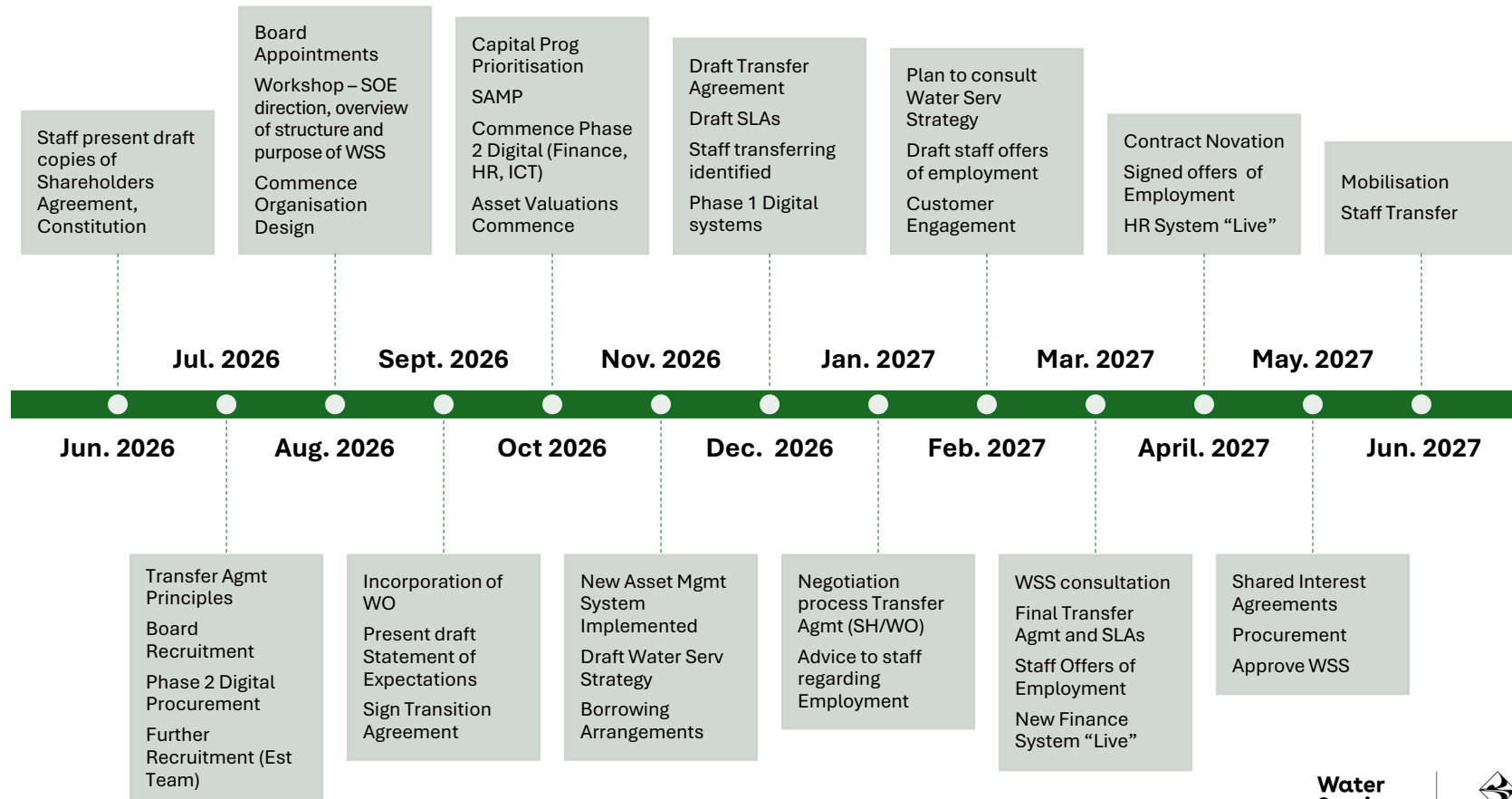
Milestones / Deliverables

**Water
Services**



Joint Committee's Role	Milestone	Decision maker	Timing
WO CEO to provide overview report to Joint Committee (ie information updates on progress of key milestones from Establishment Plan)	SAMP / AMP, Policies and Bylaws (WO prepare and Council adopt Bylaws) Draft Water Services Strategy	Board	Feb to Jun 27
	Organisation Design, Staff Pathways	CE & Board	Sept 26
	Staff Transition Readiness – Draft Individual and Collective Employment Agreements, Union Negotiations	CE & Board	Feb to Jun 27
	Draft Transfer Agreement Draft Service Level Agreements	Both Council & Board	Dec 26
	Compliance Readiness (Operations and Regulators)	Board	April 27
	Capital Programme Readiness	Board	Nov 26
	Digital Readiness Phase 1 delivery (system development - Asset Mgmt, Work Order Mgmt, GIS, O&M Contractor Integration)	Decision made Dec 25	Dec 26
	Customer / Operational Readiness (Business Continuity, Water Operations, 24/7 service delivery)	CE & Board	Feb to Jun 27
	Final Water Services Strategy (following Consultation)	Board	May 27

Timeline – Key Milestones



9 DISCUSSION OF LATE ITEMS

10 CLOSING KARAKIA