

Statement of Expectations

1. Introduction

This Statement of Expectations (**SOE**) has been prepared for Tiaki Wai Metro Water Limited (Tiaki Wai) as required by the Local Government (Water Services) Act 2025.

It was adopted by the Tiaki Wai Partners Committee, which is made up of representatives of Hutt City Council, Porirua City Council, Upper Hutt City Council, Wellington City Council, and Greater Wellington Regional Council (the Shareholding Councils), and mana whenua partners Taranaki Whānui ki te Upoko o Te Ika and Ngāti Toa Rangatira (the Partners) on 18 December 2025.

2. Context and purpose

Tiaki Wai has been established to deliver safe, reliable, affordable, and sustainable drinking water, wastewater and stormwater services within the Wellington metropolitan area. Tiaki Wai is required to deliver these services in accordance with the objectives in section 17, and financial principles in section 18, of the Local Government (Water Services) Act 2025 and the expectations set out in this SOE.

This SOE describes the collective expectations of the Shareholding Councils and mana whenua partners of Tiaki Wai. It provides direction on the outcomes Tiaki Wai is to seek to achieve when delivering water services for communities, as well as expectations for how Tiaki Wai should conduct itself and its relationships with key stakeholders.

The Partners have agreed that the initial focus for Tiaki Wai should be on achieving a successful transition, which beds in operational stability, robust and independent governance, and the establishment of effective planning and investment processes with strong financial management. This focus is reflected in this SOE.

This SOE sets expectations in four areas:

- 2.1** Governance, Accountability and Reporting expectations, including details on the content for the required half-yearly report.
- 2.2** Establishment expectations (December 2025 to 30 June 2026) – expectations that must be achieved before operational go-live.
- 2.3** Transitional expectations (1 July 2026 to 30 June 2030) – expectations that will apply through the transitional / establishment phase.
- 2.4** Enduring expectations.

Tiaki Wai will need to build its internal capability and capacity so it can deliver on its objectives and the expectations that govern it. Existing staff, particularly those transitioning from the Shareholding Councils will also need to be well supported through transition.

3. Strategic goals and key outcomes for Tiaki Wai

- 3.1** To ensure the delivery of safe, reliable, environmentally and financially sustainable water services that will be resilient, restore te mana o te wai and enable new homes and the well-being of communities across Tiaki Wai's service area.
- 3.2** The following are the key outcomes Tiaki Wai must reflect in the initial Water Services Strategy:

- (a) Improving and compliant water services are delivered for customers and partners, through significant focus on the state of the water network, infrastructure and assets.
- (b) Financially sustainable water services are delivered for customers and partners, with consideration given to affordability when setting water charges.
- (c) Working and reliable water services are delivered for customers continuously, during and after the transition of water services to Tiaki Wai.

4. Governance, Accountability and Reporting

Maintaining independence while establishing strong governance arrangements will be important to the success of Tiaki Wai. Tiaki Wai must be open and transparent in its decision-making with Partners, key stakeholders and the communities it serves.

It is also acknowledged that Tiaki Wai will remain reliant on existing council systems, processes, varying degrees of support, and information, particularly through the establishment phase and the transition phase for no longer than 24 months unless mutually agreed. Tiaki Wai will take responsibility for systems, business processes and resourcing as soon as possible. Working together to ensure reliable service provision for customers will be critical through the transition and establishment phases, and thereafter ongoing.

4.1 It is expected that:

- (a) Tiaki Wai and the Shareholding Councils will work constructively to agree clear, coordinated support processes and shared arrangements to ensure that reliable, and customer-focused, service delivery is achieved.
- (b) Tiaki Wai will operate under a skills-based board that has the capability to oversee a complex, multi-owner organisation.
- (c) Tiaki Wai will meet best practice governance standards as set out by the [Elements of effective governance — Office of the Auditor-General New Zealand](#).
- (d) Tiaki Wai must provide advance notice to the Partners Committee of any decisions Tiaki Wai is considering that would involve a significant departure from its Water Services Strategy, or reprioritisation of activities, including advice about how the decision will be consulted on (if required by the Significance and Engagement Policy) or otherwise regularised (e.g. through an amendment to the Water Services Strategy).
- (e) Partners will be made aware of any material or significant events or other issues that may attract public interest on a “no surprises” basis. To achieve this, Tiaki Wai must proactively advise the partners of:
 - (i) any emerging significant risks including potential significant service failures, critical risks or compliance issues in advance of such events where possible, and immediately if significant service failures occur, and
 - (ii) advise of mitigations, solutions or remediations that will be put in place to minimise the likelihood and/or impact of the reported risks, issues or service failures.

- (f) all reporting will be written in plain English and made easily accessible to the community so that customers and the wider public can understand how the organisation is performing and to ensure trust and accountability are continually reinforced, noting sensitive information will be redacted from public communication.

5. **Content of Tiaki Wai's first Half-yearly report**

5.1 Tiaki Wai will provide to the Partners Committee a half-yearly report at an aggregated, organisational level (i.e. not council-by-council) which includes the following content:

- (a) Delivery of capital projects against those specified in investment delivery plan for the financial year to which the report relates, and any departures from planned capital programmes.
- (b) Compliance and enforcement status of resource consents and other regulatory requirements including actual or potential compliance issues, along with proposed solutions for addressing any compliance issues.
- (c) Forecast expenditure, projects specifically subject to government or other third party funding, lending and any associated implications for future water charges.
- (d) Critical risks and proposed mitigations
- (e) Key stakeholder relationships, including meetings or other engagements.
- (f) Progress on the transition of services from Shareholding Councils and other hosted systems and services to Tiaki Wai systems.

6. **Expectations of Tiaki Wai during the Establishment Phase (19 December 2025 to 30 June 2026)**

The following expectations are intended to ensure that Tiaki Wai is set up for success, with all necessary components in place for 'Day One' (1 July 2026).

Customer Charter

The move to Tiaki Wai holding full responsibility for revenue, charging and service provision is a significant change for customers. Clear communication, and public confidence are essential as responsibilities transfer from Wellington Water Limited and the Shareholding Councils.

6.1 It is expected that:

- (a) Tiaki Wai will develop and publish a Customer Charter which sets out the organisation's commitment to operate openly, with clear and accessible information available for communities.
- (b) The Customer Charter is to:
 - (i) inform customers of what they can expect from Tiaki Wai regarding the provision of water services, service levels and how charges are set;
 - (ii) outline how customers can engage with Tiaki Wai and how Tiaki Wai will consider the views of customers when providing water services;

- (iii) commit Tiaki Wai to being professional, open and transparent, acting with integrity, treating its customers fairly and with respect, and operating with clear and accessible information; and
- (iv) outline the commitment Tiaki Wai has to the environment.
- (c) Tiaki Wai provides opportunities for the Partners Committee to review and comment on any draft Customer Charter and consider those comments before adopting it.
- (d) Once adopted, the Customer Charter will be made publicly available and actively promoted so that customers understand what they can expect from Tiaki Wai.

Initial Water Services Strategy

In developing its initial Water Services Strategy, Tiaki Wai is expected to take ownership of its strategic direction while ensuring oversight and appropriate alignment with existing planning completed by the Shareholding Councils.

It is intended that the initial focus for Tiaki Wai is on achieving a successful transition. As a result, the first Water Services Strategy for Tiaki Wai should be prepared to focus on the first financial year of operations from 1 July 2026, ahead of a more comprehensive Water Services Strategy being developed in 2026-2027 to align with the Shareholding Councils' Long-Term Plan cycle. The next Water Services Strategy will provide direction on the approach for the 2027-37 period and will be informed by an updated SOE prepared by the Partners Committee in late 2026.

6.2 It is expected that the initial Water Services Strategy will:

- (a) Act as an initial strategy focusing on the delivery of services, financing and charging in Year 1 (2026/27), which will be broadly aligned with the Water Services Delivery Plan (albeit refined through the financial planning process).
- (b) Set water charges in line with the projected amounts in the Shareholding Councils' Long Term Plans for the 2026/27 financial year.
- (c) Reflect the longer-term strategic priorities of keep up, catch up, build up, clean up, address faults and improve resilience, noting the link between these priorities and the existing strategic priorities guiding Wellington Water's investment.
- (d) Achieve price harmonisation by no later than 1 July 2031.
- (e) Include detail on the implementation plan for water meters, or in lieu of one being in place, the plan to deliver one.
- (f) Include the prioritised programme for the Technology Systems Investment (TSI) Programme being rolled out within Wellington Water, for Tiaki Wai.
- (g) Include detail on how corporate capability within Tiaki Wai will be built to ensure efficient delivery of services.
- (h) Generally reflect performance indicators and measures from the Shareholding Councils' Long Term Plans, with those indicators and measures to form the basis for accountability during the initial transitional phase.

- (i) Reflect a pricing strategy that is generally based on the Shareholding Councils' existing rating policies.

6.3 It is expected that:

- (a) Tiaki Wai provides the Partners Committee with an early opportunity to comment on the draft Water Services Strategy, with the intention that a draft be provided by 1 March, but no later than 1 April, with a minimum review period for the Partners Committee of four weeks;
- (b) Tiaki Wai prepares and provides a summary document clarifying any proposed significant changes to key projects or costs to customers when compared to the Long Term Plans (and annual plans) of the Shareholding Councils, which is to be provided at the same time as the draft Water Services Strategy; and
- (c) Tiaki Wai consider the benefit of public consultation, as against its significance and engagement policy, noting that the Shareholding Councils have not required Tiaki Wai to consult on the draft Water Services Strategy in full or part.

Other establishment phase expectations

6.4 It is expected that:

- (a) Alongside the Shareholding Councils, Tiaki Wai will work with the Local Government Funding Agency (LGFA) to prepare to accede as a participating borrower, ensuring access to the same financing terms available to councils and maintaining consistency across the region's funding arrangements.

7. Expectations of Tiaki Wai during the transition phase (1 July 2026 to 30 June 2030)

These expectations are the focus areas for the transition phase, however a version of these expectations will also carry through to the enduring expectations in future SoEs.

Our expectations during this transition phase are set out below, and they will be reviewed in late 2026 to ensure that they remain relevant in the lead up to the next Water Services Strategy for the 2027-37 period.

The first four years will be a pivotal time for Tiaki Wai. During this phase, it will be important to establish strong foundations and effective ways of working, while also maintaining continuity of service for customers. This phase will also require a smooth transition for employees, and the contractor and consultant market.

Continuity of Service for Customers

The transition to Tiaki Wai must be as smooth as possible for customers, with the move to paying directly for water services managed carefully to ensure transparency and avoid price shocks as far as reasonably possible. Customers should receive effective service when reporting faults, and have a formal pathway to raise complaints, and a mechanism to resolve them.

7.1 It is expected that:

- (a) the Pricing Strategy:
 - (i) for the 2027/28 financial year and beyond will focus on changes to pricing structures or charges and this will be clearly laid out as part of the 2027-2037 Water Service Strategy; and

- (ii) will be clearly communicated and will ensure transparency and affordability for customers.
- (b) by 1 July 2027, Tiaki Wai will develop and implement a Financial Support Policy, including provisions for customer hardship assistance. This policy will set out how the organisation will support customers experiencing financial hardship to ensure equitable access to essential water services.
- (c) Tiaki Wai own the customer relationship and will work closely with Shareholding Councils to respond to customer queries, as defined in the SLA.
- (d) Tiaki Wai will join the Utilities Disputes Ltd and promote this service to its customers.

Making Use of Existing Knowledge

Tiaki Wai is to work closely with Wellington Water and the Shareholding Councils to ensure a smooth transition and make full use of existing knowledge, strategies and plans wherever possible.

7.2 It is expected that:

- (a) Tiaki Wai will work with the Shareholding Councils to transfer any necessary consents, and in a way that upholds settlement or consent condition commitments.
- (b) Tiaki Wai will collaborate with all Shareholding Councils, including by adopting appropriate shared service and service level support arrangements.
- (c) Tiaki Wai will draw on, and where appropriate, rely on existing strategies, plans and programmes.

Stormwater Management

Effective stormwater management requires collaboration across multiple parties, and it is critical that a whole-of-catchment approach is taken.

7.3 It is expected that:

- (a) Tiaki Wai will, in partnership with the Shareholding Councils and Mana Whenua, take a catchment wide approach to stormwater management, including in its Water Services Strategy, noting the importance of recognising the full stormwater system incorporating both the natural and built environments.
- (b) through the development of transfer agreements, Tiaki Wai will work to resolve the approach to stormwater management and accountability between Tiaki Wai, Shareholding Councils and other parties.
- (c) Tiaki Wai will collaborate with Partners in preparing a Stormwater Network Risk Management Plan to identify any hazards and assess and manage risk relating to the network, to prepare Service Agreements for the stormwater network, and to inform the 2030-2040 Water Services Strategy.
- (d) Tiaki Wai will establish a Stormwater Service Level Agreement by 1 July 2027 between Tiaki Wai and the Shareholding Councils. As far as possible, the Agreement is expected to be regionally consistent.

Financial and Investment Management

Tiaki Wai must quickly establish prudent financial management practices. These should align with the Local Government Funding Agency (LGFA) framework and provide clear visibility to the partners of organisational costs, funding requirements, and investment needs.

7.4 It is expected that:

- (a) Tiaki Wai will work to establish a development contributions framework (or equivalent, in the event of future reform and the introduction of a development levy regime) that aims to recover 100% of growth-related costs, but in the initial transition phase will adopt the relevant parts of the Shareholding Council's existing development contributions policies.
- (b) Tiaki Wai will take over responsibility for charging and billing capability, replacing the territorial authority shareholders, as soon as practicable (in line with the TSI system programme), and until that time will work closely with the Shareholding Councils who will act as invoicing agents on behalf of Tiaki Wai to facilitate the collection of water charges.
- (c) Tiaki Wai will initiate work to develop a regionally harmonised approach to water charges, with that approach documented in the 2030-2040 Water Services Strategy, and implemented no later than 1 July 2031.
- (d) Tiaki Wai will report to the Partners Committee, at least twelve months before the intended harmonisation date on the impact of harmonisation for governance arrangements and community engagement requirements.
- (e) Tiaki Wai will build its dedicated finance and payroll capability, delivered through the Technology Systems Improvement (TSI) programme as soon as practicable. Until that time, Tiaki Wai will work closely with Wellington City Council, using the agreed payroll and finance hosted arrangements established via Service Level Agreements.

Workforce and Capability

A safe, skilled, diverse, and culturally competent workforce is essential to the success of Tiaki Wai.

7.5 It is expected that:

- (a) Tiaki Wai must provide a workplace that prioritises health, safety, and staff wellbeing, and invest in the development of its people. Appropriate policies and structures must be in place to support this.
- (b) Tiaki Wai progressively establishes partnerships with the wider water sector, central and local government, training providers, and mana whenua to develop enabling policy, grow local capability and to create employment pathways that support long-term workforce sustainability.
- (c) Tiaki Wai builds capacity and capability - including at governance and leadership level - to uphold Te Tiriti and Treaty settlements and commitments to mana whenua for future health and wellbeing of the water.
- (d) to support a positive workplace culture, Tiaki Wai will:
 - (i) embed organisational values and behaviours into daily practices; and

- (ii) ensure leadership expectations are clear.

Broader Outcomes

There is an opportunity for Tiaki Wai to consider broader outcomes and use its purchasing power to deliver wider community benefits such as employment, training, and support for local communities.

7.6 It is expected that:

- (a) Tiaki Wai will progressively work towards reflecting a social procurement approach in its procurement strategies while balancing the most cost-effective outcome to ensure water services remain affordable for customers.
- (b) Tiaki Wai will pay the Living Wage.
- (c) Tiaki Wai will establish a climate mitigation and adaptation policy to inform the 2030-2040 Water Services Strategy.

8. Our Enduring Expectations of Tiaki Wai

Our enduring expectations outline how Tiaki Wai is expected to operate across the longer term. They reflect shared values and principles of the Partners and are considered to be relevant to the operations of Tiaki Wai, including over the initial establishment / transitional phase.

The Partners acknowledge that Tiaki Wai's achievement of all of the enduring expectations must be viewed against the context of the current operating environment, the condition of the assets being transferred, the operating budgets available in the first financial year and the time required to establish new systems and capability. In certain respects the enduring expectations are deliberately aspirational, but Tiaki Wai is expected to progressively work towards delivering water services in a way that satisfies those expectations, so that once the transition phase is complete, an operating model has been developed that aligns with and seeks to satisfy these expectations.

While Tiaki Wai is to focus on the initial expectations and half-yearly report content during the first year of operations, the Partners expect Tiaki Wai to develop reporting baselines for all expectations over its first two years of operations, and begin to report on these enduring expectations as soon as practicable thereafter.

Upholding Treaty principles, settlement obligations and te mana o te wai

Tiaki Wai will uphold the principles of Te Tiriti o Waitangi, existing Treaty settlement obligations, and act in accordance with existing relationship arrangements and other commitments with Māori.

8.1 It is expected that:

- (a) Tiaki Wai develops genuine partnerships with mana whenua, by providing opportunities and establishing formal mechanisms that facilitate and improve mana whenua input into strategic policy development and investment decisions.
- (b) Tiaki Wai uphold the Treaty principles, any Treaty settlement obligations of the Shareholding Councils.
- (c) Tiaki Wai will give effect to councils' commitments to ensure te mana o te wai is enhanced in its strategies, planning and investment decision making.
- (d) the existing Partnership Service Agreements and Relationship Charter in place between mana whenua and Wellington Water Limited will endure until 30 June 2028.

Customer and Community

Tiaki Wai is to be a customer facing organisation and must embed a culture that puts the customer first. It is to be established and operated so that effective customer service, clear and regular communication and ensuring the views of communities are central to how water services are delivered.

8.2 It is expected that:

- (a) Tiaki Wai will progressively work towards creating and embedding an organisational culture that is customer first, transparent, and recognised as a leader in health, safety, and wellbeing within the water services sector.
- (b) Tiaki Wai will demonstrate a strong customer service ethos that prioritises responsiveness, respect, and accountability in every interaction.
- (c) Tiaki Wai will establish and maintain a customer reference group that includes representatives from communities across the service area.
- (d) Tiaki Wai will engage in open, collaborative consultation on significant issues or projects with directly affected or interested communities (in line with its Significance and Engagement Policy).
- (e) Tiaki Wai will communicate with customers in an open and timely way, and in a manner that is appropriate for the audience, about intended activities that may affect them, with clear explanations about key issues and drivers for activities, and opportunities for engagement with Tiaki Wai.

Environmental Stewardship

Tiaki Wai must be a responsible guardian of the environment and actively seek to protect and enhance the health of harbours and catchments in its service area, and other natural ecosystems it interacts with.

8.3 It is expected that:

- (a) With the Shareholding Councils and mana whenua, Tiaki Wai will commit to the outcomes in the following documents (as applicable) and with a balanced view of other outcomes Tiaki Wai must deliver on:
 - (i) Te Wai Ora o Porirua – Porirua Harbour Accord and any other future Accords, and
 - (ii) iwi management plans, and
 - (iii) Te Mahere Wai, and
 - (iv) Poutiaki Plan, and
 - (v) Te Whanganui a Tara Whaitua Implementation Plan, and
 - (vi) Te Awarua o Porirua Whaitua Implementation Plan, and
 - (vii) any relevant memorandum of understanding and management plans for lakes.
- (b) Tiaki Wai will focus on delivering water services in a manner that minimises adverse environmental effects as far as is reasonably practicable, and to pursue improvement in environmental outcomes wherever possible.

- (c) Tiaki Wai will use its best endeavours to meet or exceed all environmental regulatory requirements, and where it does not meet those requirements shall take a proactive and practical approach to resolving all non-compliance.
- (d) Tiaki Wai will progressively work towards applying a climate change lens to its decision making and reduce carbon emissions across its activities over time.

Safe, reliable and resilient water services

As the water service provider for the Wellington metropolitan area, Tiaki Wai must remain aware of the importance of its role in protecting and supporting public health. Ensuring drinking water, wastewater and stormwater services are provided in a reliable, safe, and resilient way in the face of natural hazards, climate change, and the demands of population growth requires strong asset management practices, proactive investment, and sound risk management.

8.4 It is expected that:

- (a) Tiaki Wai will build its asset management capability by improving the quality and completeness of asset data, and in doing so will proactively manage existing infrastructure to, optimally manage any deterioration, avoid future deficits, and support timely, well-planned investment decisions.
- (b) Tiaki Wai will prioritise asset management planning towards very highly critical and highly critical assets so that risks of failure are minimised, ensuring communities can depend on these essential services now and into the future.
- (c) Tiaki Wai will plan and deliver water services that are resilient to future challenges, including the impacts of climate change and natural hazards. Focus should be placed on ensuring long-term security and reliability of water services through strategic infrastructure and asset planning over a minimum 30-year horizon.
- (d) Tiaki Wai will identify critical gaps or risks in its ability to operate as a sound asset manager of water services in the service area and will have a recommended pathway to improved risk maturity.
- (e) Tiaki Wai will establish an effective enterprise level risk management framework and align internal management with strategic goals to improve operational efficiency and compliance.
- (f) Tiaki Wai will demonstrate improved programme and project governance including performance monitoring to ensure Asset Management Plans are applied fully to deliver the organisation's asset management responsibilities and ongoing work programmes.

Emergency Preparedness and Continuity of Service

Tiaki Wai is the water lifeline utility as defined in the CDEM Act 2002 and is therefore expected to lead water community resilience before, during and after any emergency event.

8.5 It is expected that:

- (a) Drinking water supply and wastewater services either continue to operate during and following emergencies, even if at reduced levels, or is subject to minimal disruption only.

- (b) Tiaki Wai actively participates in regional and local emergency management planning and maintains and regularly updates its own emergency response and business continuity plans.
- (c) Tiaki Wai works closely with Shareholding Councils, emergency services, and other lifeline utilities to ensure a coordinated and effective response to emergencies, including through timely and transparent communication with key agencies, and the public.
- (d) Tiaki Wai will hold critical spare parts and equipment to enable rapid response to significant natural disasters or other major events that could disrupt service delivery. It will also develop plans for such events to ensure that it has the capability and resources to effectively and restore services as quickly as possible.

Affordability, Equity and Value for Money

Delivering value for money is about both cost efficiency and fairness, with decisions always to be tested against the affordability of water services for the community.

8.6 It is expected that:

- (a) Tiaki Wai will develop a regionally harmonised approach to water charges, and will document that in the 2030-40 Water Services Strategy, so that the approach can be implemented by no later than 1 July 2031.
- (b) Tiaki Wai will deliver services in a way that is cost effective, financially sustainable and efficient. It must balance the affordability of water services for households with the need for sustained long-term investment in resilient infrastructure and any regulatory requirements.
- (c) Tiaki Wai will be open and transparent on how it charges for water services.
- (d) Tiaki Wai should pay particular attention to equity and hardship, ensuring vulnerable households are supported through appropriate policies which document options such as flexible payment options.
- (e) water supply is an essential lifeline service and while restrictions may need to be applied across the service area at times to manage supply and demand, this will be a last resort, and no household will be denied access to water services due to financial hardship or other vulnerabilities.
- (f) Tiaki Wai will work with councils to develop regional water bylaws.

Aligned strategic growth planning

Upgraded and new water services infrastructure is needed to provide for expected population growth in the service area. This infrastructure must be planned and delivered to support the timing and location of growth identified in urban growth strategies and plans. This will ensure that new development areas have the necessary water infrastructure in place when they are needed, consistent with the sequencing and priorities agreed across the service area.

At the same time, Tiaki Wai needs to retain flexibility to respond to and support development that occurs outside of the planned sequence, where this is necessary to meet community or housing needs.

8.7 It is expected that:

- (a) Tiaki Wai will consider and engage with the following strategies and plans when making decisions about the water services infrastructure required to support growth, and the sequencing of such infrastructure:
 - (i) Te Rautaki Whanaketanga ki tua a Wairarapa - Wellington-Horowhenua Future Development Strategy;
 - (ii) the Shareholding Councils' District Plans, Long-Term Plans, Infrastructure Strategies and other growth-related plans;
 - (iii) any iwi led plans and strategies, to the extent that they are relevant to growth planning.
- (b) Tiaki Wai will work closely with its Partners to ensure its long-term investment plans support and align with Shareholding Councils' growth strategies and urban development goals across the Wellington metropolitan region, over time. This includes:
 - (i) collaborating with Shareholding Councils when requested, as they develop key planning documents, such as Long-Term Plans, District Plans, Regional Plans, Policy Statements and Spatial Strategies, to ensure water infrastructure planning supports agreed growth priorities; and
 - (ii) providing clear advice to Shareholding Councils on the different infrastructure needs and costs associated with greenfield (new development areas) and brownfield (redevelopment of existing areas) growth, to assist councils to make informed decisions about where and how to grow.
- (c) Tiaki Wai will actively support the Shareholding Councils' building and resource consenting processes by:
 - (i) providing timely, accurate, and fit-for-purpose technical advice and approvals related to water service connections; and
 - (ii) ensuring that its input enables councils to meet statutory processing timeframes and deliver a positive customer experience.
- (d) The role of Tiaki Wai in facilitating connections to water networks and assessing infrastructure capacity as part of these consent processes must be clearly defined, consistently applied, and supported by transparent communication with both councils and applicants.
- (e) Tiaki Wai will support the Shareholding Councils with any collective advocacy on growth related reform or plan change processes, so that a "one family" approach is taken where possible to growth planning across the service area.

9. Review Date

The Statement of Expectations will be updated mid-late 2026 and provided to Tiaki Wai Board prior to 31 December 2026 to inform the expectations for the Tiaki Wai Water Services Strategy 2027-2037.