Part I Minutes CDW Board Meeting - 28 October 2026

A meeting of the Board of Directors (the "Board") of CDW (the "Company"), was held on October 28 2026. Persons present in-person or telephonically were:

Present: Steve Maharey, Sue Bidrose, Dave Chambers, Jon Nichols, Linda Robertson, Pahia Turia

Attending: Chris Dyhrberg, Julie Keen, Jacinta Straker, Olivia Wix, Sarah Morris, Arno Benadie, Mike Monaghan, Helen Churton, Lisa Campbell, Gabrielle O'Connor, Lorraine Kendrick, Nicki Williamson

Opening of meeting
The meeting opened with a Karakia.

Board only time
The Board moved into Board only time - non-minuted session.

Board and CEO only time
Non minuted session.

Administration

2.1 - Apologies
There were no apologies.

2.2 - Notification of additional items / confirmation of agenda
No additional items were tabled. The agenda was confirmed.

2.3 - Confirmation of previous Part I minutes
Page 14 - 1) Consequences are large if we don't have the community with us
Page 15 - change to we are likely to get limited guarantees.

Following the above minor changes, the minutes were **approved** as a true and accurate record.

Moved: Jon Nicols / Sue Bidrose
Carried

2.4 - Matters arising
There were no matters arising.

2.5 - Action items
Risk Workshop - move the workshop out to the new year.
Water Storage Future paper - the action was clarified to be "The implications of the change to the drinking water standard relating to contact time and primary disinfection standards." The due date will be extended to 2027.

2.6 - Register of Interests
There were no conflicts declared with the agenda.
Linda advised that her Directorship of NZGIF, the F stood for Finance, not fund as previously advised.

2.7 - Correspondence
Nil.

2.8 - Meeting schedule and work programme
The December meeting to be held in person, noting that Pahia will be an apology.
Start time to be approx 10am to allow members to fly in and out on the same day.

Nov meeting to have early Christmas dinner. Linda will attend online for the November meeting.

Steve to have 1-2-1s with each member before the end of the year.

April meeting - look at different days of the week / dates.

2.9 - Committee updates
Nil.

Reporting

3.1 - Chief Executive Report
The report was **taken as read** and accepted.

Discussion and feedback covered:

- Very good report and very clear about what was upcoming. The first page table was very useful for the Directors.
- The CEO was asked to note that last week there had been a billing issue with Watercare - customers had been billed correctly but 18 days early - reputational risk to be aware.
- Nature Calls - PNCC are investigating options for consenting. Next step would be checking if it would meet the criteria. PNCC are working hard to consult with iwi.

Financials:

- Tracking well to forecast, nothing out of the ordinary. Had spoken with CEs at the last PSG group and they had a good level of comfort.
- Building Fitout budget likely to be underspent and some tier 2 roles will be filled later than expected, which will take pressure off the budget.
- Council costs higher than anticipated - discussed how to track and monitor. At PSG meetings costs are reviewed by the CEs for transparency and reasonableness.
- Establishment costs - paying CDW and council costs - needs covering. Overhead loading costs should be a council reduction to their budgets and reflected in reporting.
- Board costs asked to be broken down.

Organisational structure: Will keep these regularly updated for the Board.

3.2 - Establishment Reporting update
The report was **taken as read** and noted.

Discussion and feedback covered:

- Put decisions required into report early on.
- Confirmed we are actively engaging with unions and delegates as stakeholders / important relationships but there was nothing to report in October.

3.3 - Programme Refresh
The report was **taken as read** and noted.

The Establishment Director advised that there were now 34 weeks to Day 1.
The programme refresh had made six changes to the management of the establishment programme towards Day 1 outcomes.

The capability required to operate as a water entity had been reviewed.

Risks have been incorporated into a standard RAIDD register, which is reviewed fortnightly and quarterly updates will be provided to the Board.

Next steps - working on a readiness assessment programme and will bring to the next Board meeting.

Discussion and feedback covered:

- Table of 11 key things that have to happen and reporting dashboard - critical information for the Board. Bring these two to the front of the report each time.
- Do not like the use of the terminology MVP - completely undersells what CDW are achieving.
- Opportunities for innovation - include in next reporting the future recognition of how do we do this better from Day 1 onwards.
- Also looking at additional project management resource to come in and assist.

The Day 1 outcomes that now provide the programme-level definition of the organisation's required position at 1 July 2027 were **approved**.

Moved: Sue Bidrose / Linda Robertson
Carried

<u>Move into Part II</u>

The Board **moved** that:

the public be excluded from the following parts of the proceedings of this meeting listed in the table below:
The general subject of each matter to be considered while the public is excluded, the reasons for passing this resolution in relation to each matter, and the specific grounds under Section 48 (1) (a) of the Local Government Official Information and Meetings Act 1987 for the passing this resolution are as follows:

Item	General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under Section 48 (1) (a) for passing this resolution
4.4	Corporate Technology Services Supplier	Commercially sensitive information about supplier pricing and evaluation results	7 (2) (i) To enable the Board to carry out, without prejudice or disadvantage, negotiations
4.5	CDW WSS Financial Overview Report	This paper contains detailed sensitive information about CDW's initial draft budget, pricing assumptions and its potential impact on customers and future staff of CDW	7 (2) (h) to carry out, without prejudice or disadvantage, commercial activities

Moved: Dave Chambers / Pahia Turia
Carried

Move back into Part I

It was **proposed** to move back into Part I.

Moved: Steve Maharey / Jon Nichols
Carried

Reporting - continued

5.1 - Water Metering Strategy Roadmap

Marty Cole joined the meeting.

The report was taken as read.

Marty presented the Water Metering Strategy Roadmap. The majority of the cost is for capital expenditure.

Discussion:

- The Board examined whether the work could be started earlier than 1 July. It was noted that the water loss assessment and connection audit could possibly be done prior, but would need council agreement, additional staff and funding.

- Options were also considered regarding if the water loss assessment was actually required and if the discussion should focus on what type of water meter do we need to install. Discussion covered moving quickly and efficiently on the programme.

The paper was **noted.**

The presenters were asked to bring a business case back to the Board on water metering during Q1 FY 2027/28 (July - September)

Moved: Steve Maharey / Dave Chambers
Carried

Marty Cole left the meeting.

5.2 - Draft Significance and Engagement Policy
The report was taken as read.

Management had met yesterday with Nga Tapuwae o Hau who had suggested a few amendments to the paper including referencing the relationship agreement in the Significance and Engagement Policy.

A marked up copy of the Significance and Engagement Policy with the changes from yesterday's meeting will be sent to the Board, and then will go out to public consultation.

There was discussion about whether to include Nga Tapuwae o Hau in certain places of the Significance and Engagement Policy and it was agreed that the relationship agreement would be the preferred place to document this process. This had also been Nga Tapuwae o Hau's suggestion in the previous meeting.

The Board **approved** the draft Significance and Engagement Policy, **noting** the tracked changes would be sent to the Board for information

Moved: Dave Chambers / Linda Robertson
Carried

5.3 - Draft Water Services Strategy Paper
The report was taken as read.

Feedback covered:

- Amend the opening sentence to be less wordy and more about CDW.
- First paragraph should include that we are a limited liability company and have a Board of 6 appointed directors.
- Definition for a trusted service - affordable needs to be defined. Trusted and reliable, sustainable etc.
- Weave in to the strategy that this is the first one and it will be refined at future dates.
- Include photos in WSS, ensure it shows that we care and are passionate about our wai.
- Have to acknowledge the problem we're solving - was an unsustainable position, things wouldn't get done, wise and effective investment in water, we're highly committed to this kind of story telling.

- Review original consultation documents - there is great stuff in there that can be used - strong sell about why we're here.
- Joint CEO and Chair statement.
- Use of infographics help supplement story / accessibility for people to read.
- Base lines to be determined - will be in document.
- Ensure measures are measures, not where you're getting the measures from.
- Also need to include Maori name for CDW - Pahia will follow up with Nga Tapuwae oHau.

5.4 - Employee Experience Journey

The report was taken as read and **noted**.

Have had a lot of engagement with staff over the last month, and had taken the draft SoAP (Strategy on A Page) to the staff meetings. It has been well received and getting good feedback from staff.

Discussion:

- Liked the attention to new employees as well as from the three councils. Ensure consistent throughout.
- Branding budget will be careful and not just throw out old stuff - can use iron on patches / sew on patches etc.
- Reinforce significant moments especially 1 July - only one day one! Board to be here on Day one
- Recognise significant moments eg 30 year club - so that it honours the past - once a year
- How will we show empathy for people who didn't come over to CDW from councils
- Onboarding and training is a large part of work - good work

5.5 - Capital Programme and PMO Update

Lorraine Kendrick, Celia Fernandes and Claire Scrimgeour from Beca joined the meeting via VC

The report was taken as read.

Discussion:

- The six stage delivery plan has a stage gate at each end to ensure that the next stage can't be handed over until all work is satisfactorily completed.
- PMO oversight and drivers of entire process, don't actually do the work, but report back to Board.
- The right sizing of each project at the start of the process will potentially eliminate some of the tiers and ensure not a top heavy structure.
- The Board requested that the expected benefits to be delivered are shown at the beginning of each project as well as checked at the end that the benefits have been realised.

The Board **approved** the establishment of a shadow PMO (specifically, Option 2 - Early Shadow PMO) from early 2027 to provide portfolio oversight, governance coordination, programme reporting, readiness assessment and risk management activities during the transition period while delivery accountability remains with councils.

Moved Jon Nichols / Steve Maharey
Carried

A subsequent conversation following the PMO approval from the Board was that they would like a workforce conversation covering strategy, engagement and succession in early 2027. Sarah to develop.

Celia Fernandes left the meeting. Lorraine Kendrick and Claire Scrimgeour remained.

5.6 - AMP Gap Analysis and alignment with ID requirements
The report was taken as read.

Discussion covered:

- Are we still ok to put figures into the WSS that will remain credible with this work if we're not sure of the state of our assets?
- Need to include very clearly in the WSS a disclaimer that we are not sure about the state of our assets. The councils are trying to provide us with as much information as possible, but they will also have unknown unknowns.
- The Board considered if this should be disclosed to the Commerce Commission for transparency.
- The need to invest in capability to do the condition assessments of assets eg CCTV to improve confidence.

The Board **approved** the preparation of an AMP Requirements Improvement Plan, **noting** that the establishment budget includes provision to support this work.

Moved: Dave Chambers / Sue Bidrose
Carried

Lorraine Kendrick and Claire Scrimgeour left the meeting.

5.7 - CDW Strategic Plan
The report was taken as read.

Feedback:

- Another place to check on water / waters use throughout documentation to ensure consistency.
- Values look good - but do again in 18 months when have the staff on board to ensure they still resonate.
- Trusted service - as per earlier feedback in WSS.
- Healthy water - put at top rather than the bottom.
- In the next steps section it mentions quarterly reporting, this is not required, will see it in Establishment reporting.
- Top 3 on the SoAP to become our goals.
- Wai is our Why is our purpose statement.
- Values can be relooked at in about 18 months time.

The Board **noted** the report, the CDW Draft Stategy on A Page, and the final discussion paper from the Board strategy workshop.

Moved: Linda Roberston / Sue Bidrose
Carried

5.8 - Significant Decisions Register Report
The report was taken as read.

Discussion:

- Very useful document.
- Potential options with wastewater and bores - in discussion with Manawatu.
- PFAS standards discussed. This is a risk that needs to be understood more.
- On the Chart include dollars as well to assist with prioritisation.

The Board **agreed** with the decision at the Stoney Creek exploratory bore not to undertake any further pilot drilling and not to install a temporary screen

Moved: Pahia Turia / Jon Nichols
Carried

5.9 - CDW Board Media
The report was taken as read and **noted.**

Tracking well on social media. Nothing is overly concerning at this point.
Sheffield were named as being a part in Tiaki Wai and Beca were named in defence spending - comms team will do regular media searches around our key advisors.

Any Other Business

6.1 - Closing Karakia
The meeting closed with a karakia at 1.30pm