

COAST WATERS LTD
PROGRAMME SUMMARY UPDATE
26 OCTOBER 2026



Board of Coast Waters Ltd

Board paper: 3.3

Meeting date: 30 October 2026

Relevant strategic objective: Programme Summary update

Owner/presenter: Teresa Wooding

Time needed: 20 minutes

Item for: Information

Programme Summary Update

1. Executive summary

The Coast Waters Transition Programme continues to make good progress towards establishment, with all major workstreams now active and moving from planning into delivery. Overall programme status remains **Amber**, reflecting a small number of key decisions still required on stormwater charging, digital systems, and shared services arrangements. These matters are not currently expected to impact the planned transition timetable.

Significant progress has been made across governance, asset management, people, service delivery, communications, digital and stormwater workstreams. Key governance documents, including the Statement of Expectations and Transition Agreement, have been developed. The Transition Agreement has been approved and the Statement of Expectations has been reviewed by the Board, with feedback ready to be presented back to the Shareholders' Representative Forum in November. The Board support function is now in place, and reporting arrangements are being updated to reflect the Board's governance role.

The people workstream is in a critical phase, with staff transition documentation complete and consultation with directly affected three waters staff completed. Preparations are also underway for the appointment of Coast Waters' first employees. The appointment of the Chief Executive has been completed, with the two General Manager roles and Executive Assistant recruitment underway.

Asset management planning has advanced significantly, with the Strategic Asset Management Plan and Asset Management Plans in review and work continuing on the Investment and Delivery Plan. These documents will provide the foundation for future investment decisions and public consultation.

Attention over the next two months will focus on confirming the preferred approaches for stormwater charging, digital systems, customer services and shared services, while continuing preparations for legal transfer, organisational establishment and operational

readiness. Overall, the programme remains on track to establish Coast Waters and is transitioning into a more detailed implementation phase under Board governance. This period represents an important shift from establishment planning to organisational implementation, with the Board's decisions providing critical direction for the next phase of work.

2. Purpose

To provide a snapshot of the overall programme activities over the past period.

3. Background

This report provides a high level summary of RAG status, critical risks and workstream highlights.

4. Supporting information

RAG Status

The programme continues to make good progress towards establishment and remains on track to achieve key transition milestones. Most workstreams are progressing as planned. The Amber status reflects several significant decisions and dependencies that require active management over the coming months, particularly relating to digital systems, shared service arrangements, staff and operational transition activities, and stormwater funding. These matters are not currently expected to affect the overall establishment timetable but will be a key focus for the Board and programme team during the next phase.

Overall Programme	Amber
Governance (Political and Board)	Green
Leadership & Operating Model	Green
People	Amber
Finance & Commercial	Green
Communications & Engagement	Amber
Asset Management	Green
Service Delivery	Amber
Legal & Risk	Amber
Digital	Amber

5. Workstream highlights:

Overall Programme	Transition remains on track for 1 July 2027, but there are a few decisions outstanding requiring active management.
Governance (Political and Board)	Board and Shareholders' Representative Forum in place. Transition Agreement in place. Focus on Statement of Expectation, then Transfer Agreement.
Leadership & Operating Model	Recruitment for leadership roles underway. With CE now in place, detailed operating model can be developed and relationships established with the regulators. Organisational policies are being developed.
People	Organisational design for operational staff has been completed. The Coast Waters Individual Employment Agreement has been developed. The final decision document for affected staff will be released in early November and

	each Council has support in place for staff affected during the transition. The detailed design for areas where staff are not transitioning needs urgent focus now that the Chief Executive is about to start.
Finance & Commercial	We are currently tracking well against the Transition Budget. Treasury and taxation support are in place. Initial discussions have been completed with LGFA, and Coast Waters is in the process of putting in banking to enable a transition from Buller District Council who are currently providing all administration support. The Finance strategy (part of the Water Services Strategy) is in development and a number of financial policies have been developed.
Communications & Engagement	The communications plan is now operational but is limited by the capacity of our team and is going to need to ramp up significantly now that the Chief Executive has been confirmed to increase the visibility of Coast Waters and
Asset Management	The Strategic Asset Management Plan and Asset Management Plans for each of the three waters have been developed and are in review. The Water Services Strategy and Investment & Delivery Plan are under development and on track to go out for public consultation in February 2027.
Service Delivery	This workstream has been delayed to enable confirmation around staff transfer to occur first. Bylaws and tradewaste discharge plan have been added to scope due to the risks of them not being in place on Day 1. We are about to put in place a workstream lead to understand the detailed requirements for service delivery transition, focused on the transition of activities from staff that won't be transitioning and to understand the on-going relationships and agreements required between Coast Waters and each of the Councils.
Legal & Risk	The legal workstream is in progress, but requires substantial support from Councils to develop the transfer schedules. Focus on this workstream will be increasing from November 2026.
Digital	The digital workstream is expected to be on the critical path. Preferred options have been confirmed for the majority of systems and a workstream lead is required to support the implementation and integration requirements.

6. Iwi Relations impact

Nil

7. Resolution:

That the board accepts the Programme Summary update.