

Candidate Information Pack

## **Chair and Board Directors**

*Multi-Council Water Organisation*



*Tauranga City*



**Western  
Bay of Plenty**  
District Council

# Key Dates



## **1 September 2025**

- Commitment Agreement between Western Bay of Plenty District Council and Tauranga City Council signed

## **3 September**

- Water Services Delivery Plan approved by Councils

## **November**

- Water Services Delivery Plan accepted by the Department of Internal Affairs

## **From September 2025 - March 2026**

Due diligence undertaken by both Councils on key workstream matters and provided to Working Group for consensus and to Councils for approval

## **October 2025 - April 2026**

- Establishment planning phase

## **April 2026**

- Kevin Lavery appointed as Chief Executive

## **May 2026 – June 2027**

- WO establishment implementation commences
- Transition team leads roll out project plan

## **June 2026**

- Appointment of first three Board members complete
- Organisation (WO) runway for establishment

## **1 July 2027**

- Go-live



# About the region



The Western Bay of Plenty sub-region is one of the fastest-growing and most dynamic areas in Aotearoa New Zealand. Over the past 60 years, the region has transformed from a population of just 18,700 people in 1945 to more than 200,000 today — growth driven by its exceptional lifestyle, strong economy, and thriving communities.

Western Bay of Plenty District Council and Tauranga City Council have already demonstrated the power of collaboration in water services, working together since 2021 through a joint Downer contract covering asset management, GIS services, and work order management. This shared progress has strengthened trust, built capability, and created genuine momentum. It positions both Councils strongly as they now move to establish a multi-Council Controlled Organisation for the delivery of water services.

This new entity will bring together scale, expertise, and innovation to deliver high-quality, resilient, and cost-effective services for a rapidly growing urban centre and its surrounding district. It represents a rare opportunity to shape the future of water services at a regional level — and to set a benchmark nationally.

A significant capital programme lies ahead, providing a unique and exciting opportunity for an establishment Chair and Board of Directors to govern from day one. The Board will support the chief executive to build a high-performing team, embed new operating models, and steer the transformation needed to meet new statutory and regulatory expectations from the Commerce Commission and Taumata Arowai.

**These are career-defining governance roles at the centre of one of New Zealand's most distinctive growth stories - creating an essential service organisation that will serve the region for generations to come.**

## The future delivery of water services

Tauranga City Council and Western Bay of Plenty District Council are progressing plans under a multi-council Water Organisation (WO), aiming to deliver water services from 1 July 2027.

Choosing a water services delivery model is local Council's responsibility under the government's new regulatory and legislative framework under Local Water Done Well through two significant pieces of legislation (the Local Government (Water Services Preliminary Arrangements) Act 2024, and the Local Government (Water Services) Act 2025).

The multi-council WO model is designed to help councils get better access to funding for water infrastructure and deliver quality water services to their communities at a lower cost (compared to other delivery arrangement options).

## The region's smart-growth strategy

The SmartGrowth Strategy provides a 50-year direction for housing, employment, and people's wellbeing in the face of rapid and sustained long term growth, while safeguarding what people value most about the sub-region.

Further information can be reviewed here:

[SmartGrowth Strategy 2023 - 2073 Executive summary - draft for consultation](#)  
[Western Bay of Plenty Regional Deal - Priority One](#)



- ✓ Policy / Legislation
- ✓ Funding and Financing
- ✓ Partnerships

## The Water Services Delivery Plan

Under the Local Government (Water Services Preliminary Arrangements) Act 2024, Councils were required to submit a Water Services Delivery Plan (WSDP).

The WSDP is a 10-year strategic document that sets out the regions approach to delivering water supply, wastewater, and stormwater services. It includes infrastructure assessments, financial forecasts, and an implementation plan for transitioning from in-house service delivery to a multi-council WO.

The plan also looks at whether Councils have enough funding and investment to support this transition.

[Water Services Delivery Plan \(WSDP\)](#) (4mb pdf)

The WSDP has now been accepted by the Department of Internal Affairs (DIA).

## Joint Working Committee

A Joint Committee has been established to provide guidance and to set the Statement of Expectations from Shareholders. The group will include representatives from Tauranga City Council, Western Bay of Plenty District Council, and Tangata Whenua.

## Establishment Chief Executive

Both Councils approved the recruitment of an Establishment Chief Executive and Kevin Lavery was appointed to the role and commenced the position in early April.

The appointment is for a two-year fixed-term, with the option of the CE remaining longer term, to see through the consistent delivery of services.

## Shareholding arrangements

Through a joint council document called the Statement of Expectations, the new organisation would be responsible for delivering water services. The new Board of Directors would be focused on achieving the outcomes outlined in this statement.

Under the proposed model, councils would set up the multi-council WO to operate as a separate organisation from the shareholding councils. The new organisation would be responsible for delivering water services and Councils would provide strategic direction, through the Statement of Expectations.

The shareholding arrangements will be negotiated and agreed upon as part of the transition and establishment process and Constitution agreement.

## Time commitment

It is expected that Board members will commit to around one-and-a-half days per month for BAU meetings, with some additional time for ad-hoc meetings. The first six months will include an induction period, that will mean additional hours.

## A new way to govern

Consideration will be given at how the governance framework might be shaped to ensure the new multi-council WO is set up for success.

This will include the necessary skills in the Board of Directors with both Councils approving the appointment of five Board of Directors with one being the Chair. The first three appointments (including the Chair) to be selected and in place mid-2026, the remaining two Board members will be appointed at a later date.

# Board Skills Matrix

## Chair and Board Members

### Water Services Organisation



AREA OF EXPERTISE / SKILL	REQUIREMENT	AREA OF EXPERTISE / SKILL	REQUIREMENT
<b>Asset and infrastructure management and planning, and delivery</b>	<p>Understanding of good governance of assets and infrastructure, and experience with managing civil infrastructure assets.</p> <p>At least one director should have experience in governing asset management planning and engineering in an infrastructure or utility environment or consulting to the water sector:</p> <ul style="list-style-type: none"> <li>Wide-ranging experience across the operations of an asset management / utility / infrastructure organisation with a strong focus on governance and strategic oversight</li> <li>Experience and understanding of regulations and laws applicable to regulated utility organisations, including economic regulation, and engaging with regulators.</li> </ul>	<b>Experience operating within a regulated environment</b>	<p>Experience and understanding of the regulatory environment and compliance requirements specific to the utility / infrastructure sector. This includes familiarity with laws, regulations, and policies that govern that infrastructure industry and legal expertise in interpreting complex legislation, advising on compliance frameworks, and ensuring organisational adherence to statutory and regulatory obligations.</p> <p>Resource and environmental management experience, and a practical understanding of the RMA.</p>
<b>Commercial strategic business expertise</b>	<p>Experience working in commercial business environment and overseeing commercial negotiations.</p> <p>Experience with digital systems and IoT for operations and awareness of associated cybersecurity risks.</p> <p>Experience with innovation capability or digital transformation experience, which is critical for modern water service delivery.</p>	<b>Finance and risk</b>	<p>Experience in establishing complex commercial arrangements, including capital structure, debt financing and pricing and charging mechanisms; experience within networked regulated industries; and an ability to bring appropriate pragmatic advice to the Board table.</p> <p>At least one director (ideally two) should have experience in finance, accounting and risk within an establishment context:</p> <ul style="list-style-type: none"> <li>Experience managing or overseeing large high stakes investment programmes.</li> <li>Experience evaluating financial plans ensuring the organisation's long term financial sustainability.</li> <li>Expertise in identifying, assessing, and mitigating financial, accounting operational, and regulatory risks associated with utility operations.</li> <li>Ability to assess financial strategies to support sustainable and compliant performance.</li> </ul>
<b>Customer outcomes focused relationships, partnerships and strategies, Stakeholder / community engagement and consultation</b>	<p>Experience in a commercial or utilities environment that demonstrates integrating a strategic customer-experience focused outcome into guiding strategies, together with inspiring a customer-focused culture across an organisation from Day 1.</p> <p>Experience in building and maintaining constructive relationships with partners, stakeholders, and diverse communities (including Central Government), which are underpinned by a strong, authentic, communication style. This includes the ability to understand the different drivers, expectations, and priorities of each group.</p> <p>At least one director should have proven experience in delivering a customer experience, including:</p> <ul style="list-style-type: none"> <li>Developing long-term strategies that position customers and partners as central drivers of high-performing service delivery.</li> <li>The ability to champion and elevate the end-to-end customer journey, ensuring colleagues, partners, and stakeholders align their decisions and behaviours with desired customer outcomes.</li> </ul> <p>Prior involvement in extensive public engagement and consultation processes, including experience building and maintaining a social licence to operate, and working collaboratively with partners and communities to achieve shared outcomes.</p>	<b>Governance and leadership experience</b>	<p>Significant governance and leadership experience, in either a utility, commercial sector organisation, or in a public body.</p> <p>Direct experience or a close understanding of local government type decision-making processes, and political understanding.</p> <p>Preferably leadership experience in water service delivery, or a similar service delivery industry.</p> <p>At least one director should have the ability and willingness to chair the Board.</p> <p>The ability and willingness to participate fully in the life of the Board and on subcommittees as required.</p> <p>A commitment to ensuring continuity of governance and maintaining the capability and expertise required for effective long-term oversight after establishment.</p>

# Board Skills Matrix

## Chair and Board Members

### Water Services Organisation



AREA OF EXPERTISE / SKILL	REQUIREMENT
Health and Safety	Detailed understanding of health & safety compliance and regulatory requirements.
Knowledge of Tauranga and Western Bay / Public Accountability	<p>A deep understanding of the Tauranga/Western Bay region and the local government context within the region, and experience and knowledge of communities and appreciation of public accountability.</p> <p>At least one director should be Tauranga/Western Bay based.</p>
Te Ao Māori me Te Tiriti o Waitangi	<p>Deep understanding of Treaty of Waitangi (Te Tiriti o Waitangi) and an ability implement Treaty of Waitangi (Te Tiriti o Waitangi) principles in governance, decision-making and engagement.</p> <p>Knowledge of the iwi and hapu in the Tauranga and Western Bay of Plenty and the impact of the water infrastructure on the iwi and hapu.</p> <p>A strong understanding of iwi and hapu governance arrangements and existing relationships, commitments and obligations including Treaty settlement arrangements and obligations.</p> <p>Ability to integrate Māori values and mātauranga Māori into strategic planning, monitoring and operational frameworks.</p> <p>Strong cultural competency and extensive experience in relationship management with iwi and hapu.</p>
Sustainable outcomes and environmental wellbeing	<p>At least one director should have experience in social and environmental sustainability, climate adaptation and climate resilience planning, including an understanding of sustainability frameworks, risk-mitigation strategies, and long-term infrastructure resilience requirements.</p> <p>Deep understanding of kaitiakitanga as a guiding principle for environmental care and intergenerational responsibility.</p> <p>Proven ability to integrate Te Mana o Te Wai and environmental wellbeing objectives into strategies to ensure water services enhance ecosystems and community health.</p> <p>Experience in environmental governance, sustainability frameworks, and climate resilience planning.</p>
Transitional change and/or new organisation establishment	<p>Significant senior level experience and success in large-scale sector and/or organisation reform, change and establishment, preferably at a governance level.</p> <p>Prior proven experience in large scale transitions, organisation reform or the establishment of a new entity.</p> <p>Proven experience in contributing to and building a new entity's organisational structures.</p>

# Key Contacts, Timeframes & Links



## KEY DATES

- Applications close - Monday 25 May
- Initial interviews - w/c 8 June
- Panel interviews - w/c 29 June
- Appointments formalised - mid-July

[APPLY: Link here](#)

[REFERENCE: BH-11649](#)



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