

Wai Hononga Water Services Limited

BOARD PACK

for

Wai Hononga | Public Included | Board Mtg | 16 Oct 2026 |
Online

Friday, 16 October 2026

10:00 am (NZDT)

Held at:

NPDC

84 Liardet Street, New Plymouth Central, New Plymouth, New Zealand

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AGENDA

WAI HONONGA | PUBLIC INCLUDED | BOARD MTG | 16 OCT 2026 | ONLINE

Name:	Wai Hononga Water Services Limited
Date:	Friday, 16 October 2026
Time:	10:00 am to 11:00 am (NZDT)
Location:	NPDC, 84 Liardet Street, New Plymouth Central, New Plymouth, New Zealand https://teams.microsoft.com/meet/497738418782665?p=2U3oKZyKpCq2gID8Hk Remote Meeting only - Please join this meeting via the link above.
Board Members:	Anthony Wilson (Chair), Joshua Hitchcock, Kim Skelton, Onno Mulder, Sara Brownlie
Attendees:	Carol Malpas, Courtney Crowther, Mark Hall, Neil Holdom, Pete George, Shannon Bishop, Yin-Shan Welton, Brent Manning, Davina Woods, Dom Mitchell, Joy Buckingham

1. Public Session - Lead by Chair

1.1 Welcome and Apologies 10:00 am (3 min)

Anthony Wilson

For Noting

1.2 Opening Karakia 10:03 am (3 min)

Opening Karakia:

Kia uru uru mai a hau-ora
 A hau-kaha, a hau-maia,
 Ki runga, ki raro, ki roto, ki waho,
 Rire rire hau Paimārire!

*To join this way the vitality of wellness, of strength, of courage
 Bind it spiritual above, physical below,
 Spiritual inside and physical outside
 By our breath of Goodness and Peace*

1.3 Interests Register 10:06 am (2 min)

For Noting

Supporting Documents:

1.3.a Interests Register	6
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1.4 Confirm Agenda

10:08 am (2 min)

Anthony Wilson

For Noting

1.5 Minutes of the public section of the board meeting of 14 September 2026

10:10 am (5 min)

Anthony Wilson

For Decision

Supporting Documents:

1.5.a	Draft Minutes 14 September 2026 Board meeting Public Included v.1.docx	9
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2. Items for Information, Discussion and Approval - Lead by Chair

2.1 Establishment Programme Board Report

10:15 am (10 min)

Brent Manning

For Discussion

Supporting Documents:

2.1.a	Establishment Programme Board Report - September 2026.pdf	13
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2.2 Significance and Engagement Policy

For Noting

Presented by Nicolette West

Supporting Documents:

2.2.a	Report Board Community feedback SEP 2026_10_16 3_Redacted.pdf	23
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2.3 Delegations Policy Update

10:25 am (10 min)

Joy Buckingham

For Discussion

Supporting Documents:

2.3.a	Report Delegations Policy Review.docx	55
2.3.b	Attachment A Policy - Delegation to CE Policy Mark Up.docx	57
2.3.c	Attachment B Policy - Delegation to CE Policy Clean.docx	66

3. Resolution to Exclude the Public

3.1 Resolution to Exclude the Public

Anthony Wilson

Supporting Documents:

3.1.a	Resolution to Exclude the Public 16 October 2026.docx	75
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4. Close of Public Session - Lead by Chair

4.1 Close of meeting

Next meeting: Wai Hononga | Public Exc. | Board Mtg | 16 Oct 2026 | Online - 16 Oct 2026, 11:00 am

Interests Register

Wai Hononga Water Services Limited

As of: 16 Oct 2026

Person	Organisation	Active Interests	Notice Date
Anthony Wilson	Beca	Anthony's Daughter works for Beca (Wellington) in the Three Waters Division	2 Sept 2026
	Engineering New Zealand	Distinguished Fellow and Past President	14 Jul 2026
	Infrastructure and Water Consultancy Services Limited	Director and Shareholder	14 Jul 2026
	Water New Zealand	Honorary Life Member	14 Jul 2026
	Water New Zealand	Previous National President	21 Jul 2026
	Willerby Trust	Settler of Family Trust	14 Jul 2026
Brent Manning	5WWCT Regimental Association	Current Chair, an incorporated society with charitable status, for past military members and veterans.	3 Sept 2026
	Bespoke Planning Solutions Ltd	2. My wife (Jacqui Manning) is a director which operates within NZ and includes NPDC amongst its council clients. I have no pecuniary interest in her company.	3 Sept 2026
	Cairocat Enterprises Ltd (Trading As B-Spoke Engineering Solutions)	Director: Company is registered as a Supplier for NPDC and has traded 2024-2026 with NPDC (in my Civil Defence & Emergency Management contracted capacity, now ended)	3 Sept 2026
	City Care Ltd (NP and Stratford) May-September 2024	Previously contracted, as temporary contracts or operations manager. I have had no further direct involvement since.	3 Sept 2026
	Downer NZ Ltd (NP depot) April-August 2022	Previously contracted, as temporary contracts or operations manager. I have had no further direct involvement since.	3 Sept 2026

	Water New Zealand	Past President (2014-16), Life Member	3 Sept 2026
Joshua Hitchcock	Ka Uruora Aotearoa Trustee Limited	Director	29 Jan 2026
	Ka Uruora Trustee Limited	Director	29 Jan 2026
	Ngāmotu District Growth Advisory Panel	Member	29 Jan 2026
	Te Kotahitanga o Te Atiawa - Pou Iho Tū	General Manager - Economic Development & Operations	29 Jan 2026
	Venture Taranaki Trust	Deputy Chair	29 Jan 2026
Kim Skelton	Solas Consulting Ltd	Director and shareholder	30 Jan 2026
	Taranaki Regional Housing Fund GP Ltd	Director	28 Aug 2026
	Te Atiawa (Taranaki) Holdings Limited	Director	30 Jan 2026
	Te Atiawa Iwi Corporate Trustee Ltd	Director	30 Jan 2026
	Te Atiawa Iwi Holdings Management Limited	Director	30 Jan 2026
	Te Kotahitanga o Te Atiawa Trust	Trustee	30 Jan 2026
	Te Rau o Rongo Charitable Trust	Chair	30 Jan 2026
Neil Holdom	TX1 Insight	Principal - Management Consultancy. No conflicts.	18 Mar 2026
Onno Mulder	Citycare Limited	Ex CEO - Resigned Nov 2020	2 Feb 2026
	Coast Waters Limited	Director	29 Jun 2026
	EA Networks	CEO	29 Jan 2026
	Mulder Consultants	Director and shareholder	29 Jan 2026
	VFM Family Trust	Family Trust	2 Feb 2026
Sara Brownlie	Catalyst Cloud Ltd	Sister company to Catalyst.net Ltd so related interests	2 Feb 2026

Catalyst.net Ltd	Director	2 Feb 2026
Department of Internal Affairs	Ex contractor implementing finance and payroll systems	2 Feb 2026
Education NZ	Director of Crown Entity	18 Feb 2026
Enable NZ	Director of Crown Subsidiary to Health NZ providing disability equipment and services	2 Feb 2026
Fargher Woods Ltd	Director and Shareholder	2 Feb 2026
Fargher Woods Trust 1 & 2	Settlor - no conflict	2 Feb 2026
Human Rights Commission	Part-time contract CFO	2 Feb 2026
Porirua City Council	Contract financial training to Councillors concluded 31 March 2026	2 Feb 2026
Tiaki Wai	Contract financial advisor to Wellington region water services entity concluded 30 June 2026	2 Feb 2026
Treasury, Public Service Commission and DPMC	Ex employee as CFO for central agencies	2 Feb 2026
Upper Hutt City Council	Previous Independent Member for the Risk and Assurance Committee 2020-2025	2 Feb 2026

DRAFT – PUBLIC**Wai Hononga Water Services Limited
Minutes**

Board meeting	Public session
Date	14 September 2026
Venue	Plymouth Room, NPDC Civic Centre, 84 Liardet Street and Teams
Time	10.00am

Attendance		
Board of Directors	Management	Guests
Anthony Wilson – Chair Joshua Hitchcock Kim Skelton Onno Mulder Sara Brownlie	Brent Manning (Chief Executive) Neil Holdom (Establishment Chief Executive) Mark Hall (Establishment Team Strategic and Te Tiriti Partnership Director) Pete George (Establishment Team – Establishment Director) Joy Buckingham (Establishment Team – Finance) Dominica Mitchell (Establishment Team – Legal) Davina Woods (Establishment Team – Legal) Shannon Bishop (Secretariat)	Sarah Downs Members of the Public

Item	Opening of Meeting
1.	<ul style="list-style-type: none"> The Chair opened the meeting with Karakia lead by Neil Holdom. The Chair noted that this meeting is open to the public, as required under the Local Government Official Information and Meetings Act 1987 (LGOIMA) which applies to water organisations such as the Company, which have been established pursuant to the Local Government (Water Services) Act 2025. However, there are some agenda items which are required to be discussed in confidence by the board, in order to protect, for instance, the privacy of individual staff members or commercially sensitive information. The agenda for this meeting is therefore in two parts – the first part deals with items that can be discussed in public and the second deals with items which need to be discussed with the public. <p>Interests Register and Agenda</p>

DRAFT – PUBLIC

	<ul style="list-style-type: none"> The Board reviewed the Interests Register and it was taken as read with no changes. No conflicts of interest were declared in relation to matters on the agenda. <p>Minutes of the Public Section of the Board Meetings on 21 August 2026</p> <ul style="list-style-type: none"> The Board considered the draft minutes of the public session held on 21 August 2026. The minutes were confirmed as a true and correct record.
	Public Agenda
2.	<p>Establishment Workstream Report The report was taken as read.</p> <p>Management advised that the Establishment Programme was progressing well and that significant work had been undertaken to establish the programme's structure and improve visibility across its six workstreams.</p> <p>The Board noted that:</p> <ul style="list-style-type: none"> approximately 800 programme activities had been identified; the programme's focus was shifting towards coordination and prioritisation across the workstreams; the Transfer Agreement, Master Services Agreement and Water Services Strategy remained critical priorities; further negotiation was expected on the Transfer Agreement, and the timeframe remained challenging; and management was considering how to strengthen engagement and ways of working with NPDC and the NPDC Transition Manager. <p>Significance and Engagement Policy The Board discussed the Significance and Engagement Policy consultation.</p> <p>Management advised that:</p> <ul style="list-style-type: none"> public engagement events were planned in New Plymouth and Waitara; at least one submission had been received at the time of the meeting; and the Wai Hononga and NPDC consultation processes were being publicised in tandem to support broader public exposure. <p>The Board noted that the two organisations' policies were broadly aligned, while appropriately recognising areas of difference.</p> <p>Day 1 readiness The Board discussed programme confidence and readiness for the 1 July 2027 commencement date.</p>

DRAFT – PUBLIC

	<p>Management advised that the Transfer Agreement was a key immediate priority. The Master Services Agreement and individual Service Agreements would also require significant work during the coming months.</p> <p>The Board noted that:</p> <ul style="list-style-type: none"> • service scope and cost information would be required to inform the Water Services Strategy; • the Service Agreements were expected to be developed in tranches, with critical agreements prioritised; • management intended to test the process using both a less complex and a more complex Service Agreement; and • timely input and decision-making from both Wai Hononga and NPDC would be necessary to maintain the programme timetable. <p>Transfer Agreement timetable</p> <p>The Board discussed the potential programme impact if the Transfer Agreement was not approved by NPDC in October 2026. Management advised that a delay could move the decision into a further Council meeting cycle and affect key programme activities planned for completion before Christmas.</p> <p>The intended date for Council consideration was identified as 29 October 2026. The Board emphasised the importance of working towards that date with no material matters outstanding.</p> <p>The Board was advised that:</p> <ul style="list-style-type: none"> • NPDC intended to obtain additional support for its work on the Service Agreements; • legal advisers had been asked to provide a high-level overview of gaps in the draft Transfer Agreement; • management-level engagement would occur to develop a common understanding of the Transfer Agreement principles and identify points of difference; and • this engagement would support a subsequent elected-member workshop and formal Council consideration. <p>The Board acknowledged the importance of ensuring that the two organisations separated with a well-managed process which was both reasonable and fair.</p>
3.	<p>Policies for approval</p> <p>The Board considered the following policies:</p> <ol style="list-style-type: none"> 1. Conflict of Interest Policy; and 2. Management of Information about Employees Policy. <p>The Board noted that the policies had been endorsed for Board approval by the People, Safety and Culture Committee on 8 September 2026. Management confirmed that the policy author had incorporated feedback previously provided by the Committee.</p> <p>Conflict of Interest Policy</p>

DRAFT – PUBLIC

	<p>During consideration of the Conflict of Interest Policy, the Board noted that clause 5.2.4 and other provisions continued to contain references to governance and the Board.</p> <p>The Board confirmed its intention that:</p> <ul style="list-style-type: none"> • the policy apply to employees and management; • a separate conflict of interest policy be prepared for the Board; and • necessary reporting lines to the Board be retained in the employee policy. <p>Management was asked to review the document and ensure that references to the Board and governance were appropriate and consistent throughout the Policy.</p> <p>Resolved that:</p> <p>The Board:</p> <ol style="list-style-type: none"> 1. adopts the Conflict of Interest Policy, subject to management reviewing and amending the policy to ensure that: <ul style="list-style-type: none"> ○ it applies to employees and management; ○ references to the Board and governance are removed; and ○ necessary reporting lines to the Board are retained; and 2. adopts the Management of Information about Employees Policy.
4.	<p>Meeting Close</p> <p>There being no further public business, the Chair closed the public session 10:20am.</p>

Wai Hononga Water Services Limited

Establishment Programme Board Report

Reporting period: **30 September 2026**

Board Meeting Date **16.10.2026**

Prepared for Wai Hononga Board – Governance use only

Purpose

The purpose of this report is to:

1. Provide the Board with an updated overview of progress during September, key priorities, upcoming milestones and delivery confidence across the Wai Hononga Establishment Programme.
 2. Highlight key matters requiring Board awareness, discussion, direction or decision.
 3. Provide an update on programme delivery, key dependencies and progress towards organisational readiness for Day 1.
-

Background / Context

This report provides an update on progress across the Wai Hononga Establishment Programme and its six workstreams, including key achievements, upcoming priorities and matters requiring Board awareness or attention.

The programme is being managed through an integrated programme plan, supported by rolling eight-week planning cycles. This provides visibility of workstream activities, key milestones, dependencies, sequencing and delivery confidence, while allowing priorities and future activities to be refined as the programme progresses toward Day 1.

This report should be read alongside the Wai Hononga Establishment Programme Risk Report and Establishment Programme Resource Report, which together provide a broader view of programme delivery, risk, capability and resourcing requirements.

Supporting information:

- Attachment 1 - Critical Activity Roadmap
 - Attachment 2 - Critical Activity Decision Table
 - Attachment 3 - Programme Workstream Status Report
-

Executive Summary

The Establishment Programme continues to progress well, with work underway across all six workstreams and increasing focus on the activities that are most important to Day 1. The programme structure and planning is now well established, with the focus increasingly on prioritising the right work, managing dependencies and improving coordination between Wai Hononga and NPDC.

Key progress during the period included on-boarding of the enduring Chief Executive, further development of the Water Services Strategy and financial model, progression of the Transfer Agreement with NPDC and Council, agreement of a Joint Plan for the Service Agreements, endorsement of the Capital Prioritisation Framework, completion of Technology, Data and Reporting requirements gathering, progression of organisational design, and further development of customer and communications planning.

While delivery remains broadly on track, a number of key activities rely on NPDC input, decisions or delivery. The Transfer Agreement remains a key area of focus, with NPDC's formal markup still awaited and the timing and pathway to adoption needing to be confirmed. The Service Agreements will also require sustained input from both organisations, along with good visibility and coordination of the NPDC activities and projects that Wai Hononga relies on for Day 1.

Over the coming period, the focus will be on progressing the Transfer Agreement and Service Agreements, continuing development of the Water Services Strategy and financial assumptions, progressing the workforce roadmap subject to approval of the organisational design, and working with NPDC on the technology, contract transition and customer arrangements required for Day 1.

Key progress during the reporting period:

- Progressed development of the Water Services Strategy, refining strategic inputs including how Wai Hononga will work with iwi, hapū and mana whenua, development of capital and operating expenditure forecasts and assumptions, refinement of the document structure, continued facilitation of the cross-organisational working group and preparation for upcoming Board and Council decisions.
- The Board endorsed the Capital Prioritisation Framework and reviewed the 10-year bottom-up operating expenditure baseline, key assumptions, cost drivers and revenue requirements at its 29 September workshop. The financial model was also updated to incorporate the prioritised capital programme, consequential operating costs, financing and depreciation assumptions, baseline overheads and expected regulatory costs.
- A joint NPDC/Wai Hononga workshop with Council was held on 30 September, covering the agreed negotiation principles, Day 1 requirements and next steps for the Transfer Agreement. The Transfer Agreement is currently with NPDC's external legal advisors for markup of NPDC's position, expected by 9 October.
- A planning workshop between NPDC and Wai Hononga was held on 17 September 2026 and a Joint Plan agreed for the development, negotiation, review and approval of the Service Agreements.
- A joint Risk Workshop between NPDC and Wai Hononga was held on 29 September 2026 to identify, assess and prioritise shared risks associated with the transition and establishment activities. The outcomes are now being prepared and will inform ongoing management and reporting of shared risks.
- Progressed the LGFA funding process and updated the Delegations Policy.
- The Wai Hononga public-facing website went live on 2 September and consultation on the inaugural Significance and Engagement Policy was completed during the month. Two joint community drop-in sessions were held with NPDC, with submissions now being reviewed to inform the final Policy for Board consideration.
- The External Communications Plan and Roadmap was substantially developed, translating the endorsed Communications Strategy into a sequenced programme of activity through to Day 1 on 1 July 2027. The plan covers key audiences, communications sequencing and channels, messaging, brand implementation, customer readiness, governance and measurement.
- Customer and communications planning progressed alongside NPDC's water billing programme, with a focus on the implications for customer information, enquiries and frontline readiness. Further activity is currently on hold pending Council direction on the mock billing approach on 21 October.
- Progressed organisational design and recruitment, including development of the proposed organisational design for Board consideration, recruitment of priority roles and progression of the remaining Tier 2 Position Descriptions.
- Provided a suite of recommendations to NPDC on the provision of water use statements to customers, together with Board support for the investment in systems and resources required to enable volumetric billing from 1 July 2027.
- Completed Technology, Data and Reporting requirements gathering to identify the requirements for future technology, data, reporting and service arrangements. The findings are being reviewed with Wai Hononga management before being provided to NPDC for consideration.
- Progressed development of the Contract Transition Plan, setting out the approach for reviewing, prioritising and transitioning contracts through to Day 1. The treatment of some contracts remains dependent on wider stormwater discussions, including the future arrangements for the Networks Maintenance (incumbent Contractor is City Care Water Ltd) contract.
- On-boarding of the Chief Executive (from 1 September)

Key Items for Board awareness or attention

The following matters require ongoing Board visibility and management attention:

- The timeframe for completing the Transfer Agreement and Master Services Agreement remains challenging. NPDC has now provided initial feedback on the draft agreement, with a number of matters requiring further discussion and negotiation between the parties. This means the previous adoption timeframe is unlikely to be achieved and a revised pathway and timing will need to be agreed with NPDC. Any resulting impacts on dependent Day 1 activities will need to be actively managed. The risks arising from delays in finalising the Transfer Agreement and securing the necessary approvals are addressed in the Establishment Programme Risk Report.
- Development of the priority Service Agreements is progressing, with Finance, Human Resources, and Technology, Data and Reporting the initial services being worked through with NPDC. An early focus will be agreeing the proposed duration of each Service Agreement and the pricing methodology with NPDC, while detailed scope development continues in parallel. Differences in the commercial and financial drivers of each organisation mean early agreement on these matters will be important to avoid delay or rework as the agreements develop.
- Wai Hononga requires regular and consistent visibility of delivery performance for critical NPDC projects that underpin Day 1 readiness, including Universal Water Metering (UWM) and the ERP Technology One upgrade. While project reporting has commenced, the quality, frequency and consistency of reporting remain variable. A watching brief will be maintained until regular reporting is embedded and provides sufficient confidence in delivery progress, milestone achievement, and the timely identification of risks and issues. Wai Hononga representation has also been strengthened, with Brent Manning joining the UWM Steering Committee and Joy Buckingham joining the UWM Leaders Forum.
- As highlighted in the Programme Risk Report, the overall programme risk profile remains elevated. A joint Wai Hononga and NPDC risk workshop was held during the period to review shared risks and dependencies, with the outcomes now being consolidated. Any resulting changes to risks, ownership and actions will be reflected in future reporting.
- Coordination between Wai Hononga and NPDC is becoming increasingly important as the programme moves further into detailed implementation. The NPDC Transition Manager is now in place and working arrangements continue to develop, with a focus on improving visibility of NPDC activities and dependencies, clarifying responsibilities and providing timely escalation where required.
- A separate paper is being presented to the Board seeking approval of the proposed organisational design. Subject to Board approval, focus will move to developing the workforce roadmap and sequencing recruitment and capability through to Day 1, aligned with the Service Agreements and agreed allocation of responsibilities between Wai Hononga and NPDC.

Forward look, dependencies and delivery confidence

Over the next month, the programme will focus on progressing:

- Transfer Agreement negotiations with NPDC, including further elected member engagement as required, progressing outstanding matters between the parties and establishing a revised pathway to adoption. The Master Services Agreement will progress alongside the Transfer Agreement.
- Continuing the development of the priority Service Agreements with NPDC, including working through scope, service levels, pricing and implementation requirements to maintain progress toward Day 1.
- Completing the review of the Significance and Engagement Policy consultation submissions and preparing any recommended changes to inform the final draft Policy for consideration by the Board.

- Progressing the Contracts Transition Plan with NPDC, including contract due diligence, confirmation of novation and assignment requirements, prioritisation and supplier engagement to support an orderly transition and Day 1 service continuity.
- Progressing recruitment of priority roles, including the Chief Financial Officer and Manager People, Capability & Wellbeing, and Customer Services Lead
- Subject to Board approval of the proposed organisational design, developing the workforce roadmap and sequencing the roles and capability required through to Day 1.
- Progressing the development of the Water Services Strategy, including strategic inputs, continued facilitation of the cross-organisation working group and preparation for the next Board and Council decisions.
- Continuing to work through capital expenditure, operating expenditure and revenue assumptions, and refining the financial model supporting the Water Services Strategy.
- Working collaboratively with NPDC on the proposed Development Contributions Policy.
- Continue to embed agreed ways of working with the NPDC Transition Manager, including coordination of NPDC activities, dependencies, priorities and escalation required to support Day 1 delivery.
- Reviewing lessons from other water services organisations and comparable establishment programmes against the Wai Hononga approach and identifying any gaps, risks or opportunities for improvement.
- Progressing the development of Wai Hononga's customer readiness approach, informed by insights from NPDC customer and communications activity and the UWM billing programme, including development of the future customer journey, External Communications Plan and roadmap, and Day 1 customer experience requirements.
- Progress the Technology, Data and Reporting requirements through management review and engagement with NPDC to confirm the future technology, data, reporting and service arrangements required for Day 1.
- Review the outcomes from the joint Wai Hononga and NPDC risk workshop and reflect any agreed changes to shared risks, ownership and actions in programme risk management and reporting.

Programme Planning and Delivery

During September, delivery continued across all six workstreams and the first eight-week planning cycle was completed. A further integrated planning session was held on 1 October, reviewing progress and lessons from the previous cycle and confirming priorities, dependencies and sequencing for the next eight weeks.

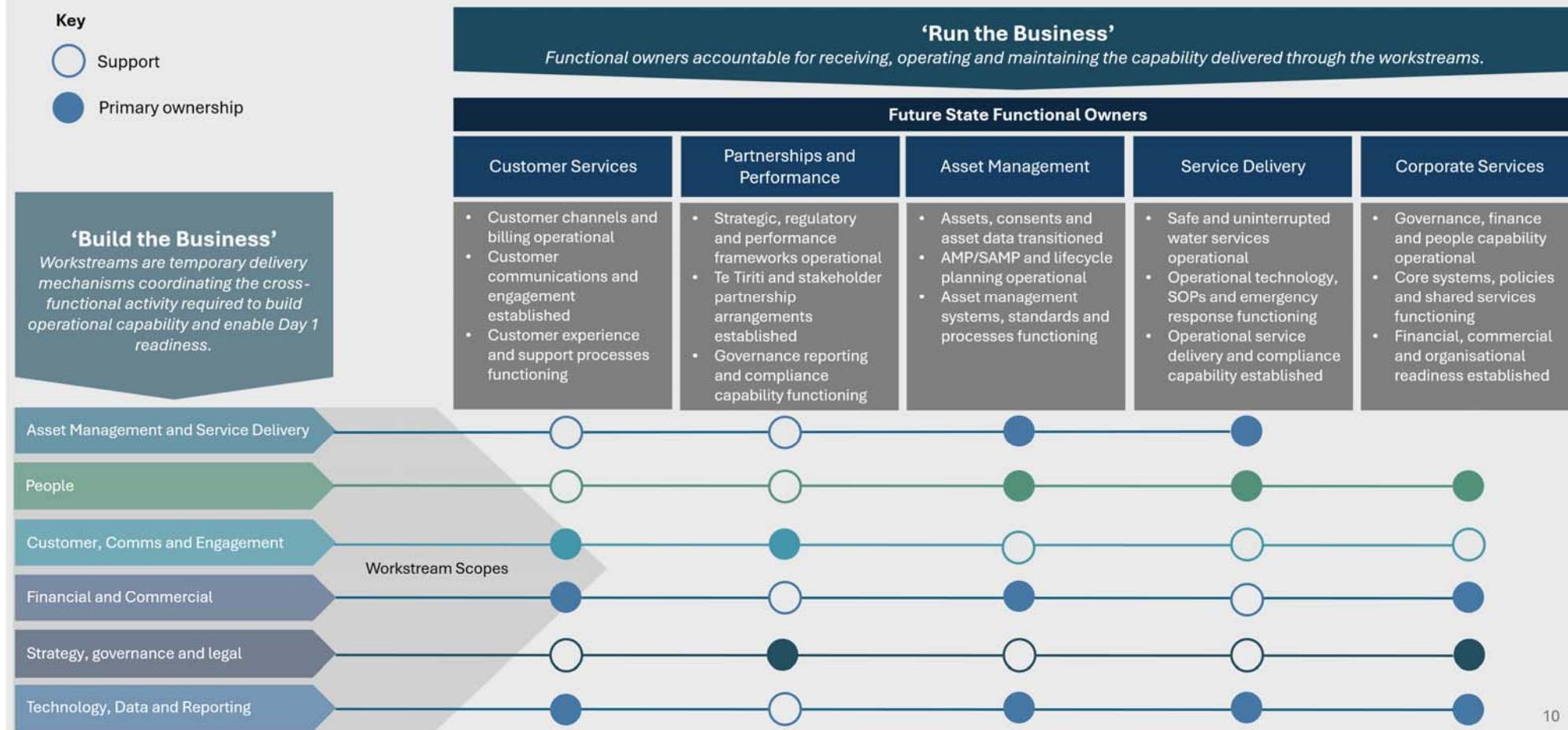
The focus is increasingly on using the integrated programme plan to prioritise the activities that matter most to Day 1, improve coordination across workstreams and with NPDC, and provide earlier visibility of dependencies or issues that may impact delivery.

Workstream and Functional Delivery Model

The following model shows how the six establishment workstreams relate to future functional ownership within Wai Hononga. The workstreams provide the temporary delivery structure for establishing the capability required for Day 1, with responsibility progressively transitioning to the future functional areas as the organisation is established.

Workstream and Functional Delivery Model

(Based on the revised workstream scopes and day 1 outcomes, with refinement during ongoing planning)

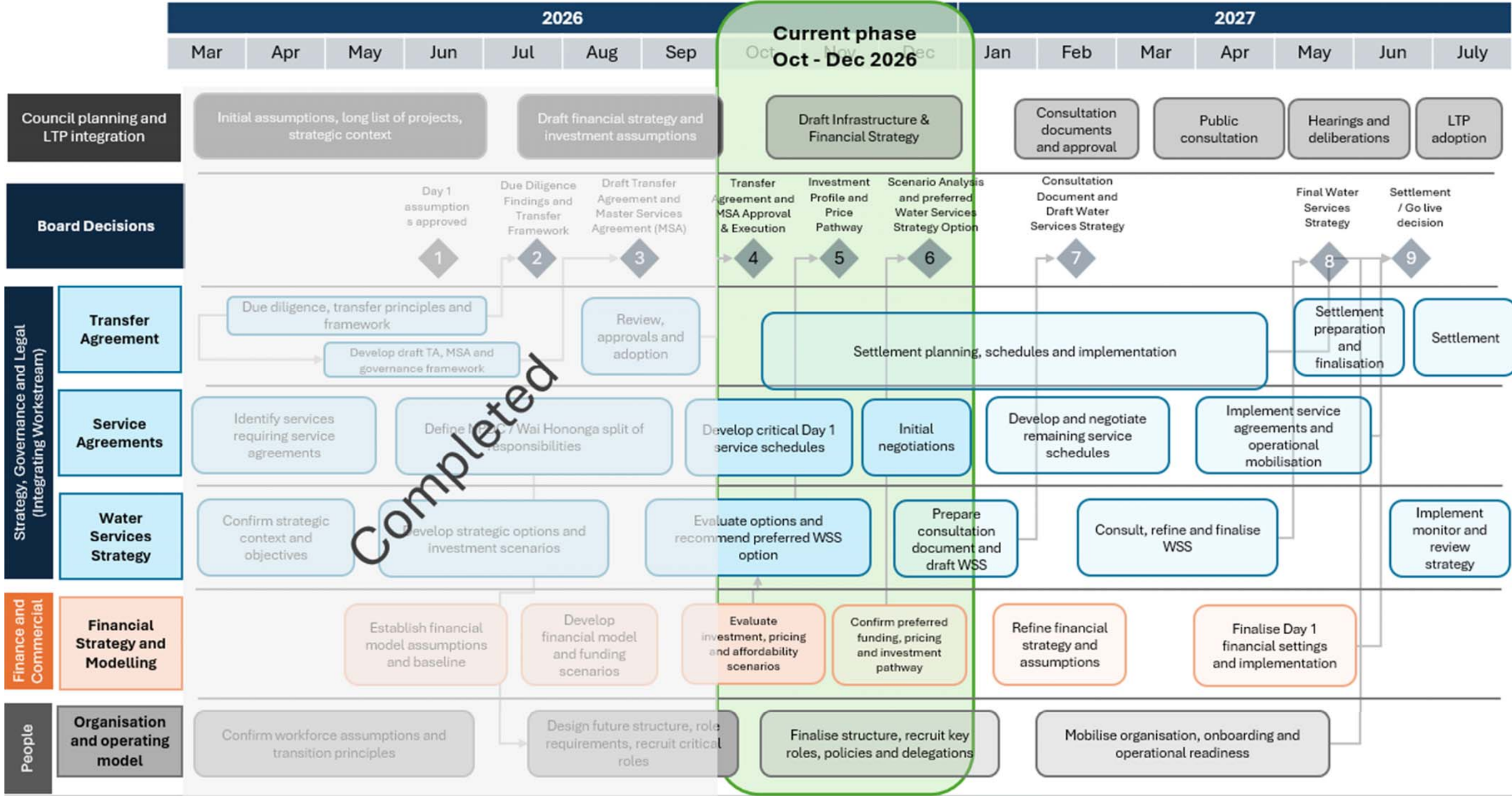


Attachment 1 – Critical Activity Roadmap: Transfer Agreement, Service Agreements and Water Services Strategy Roadmap

The Critical Activity Roadmap provides the Board with a high-level view of progress and the pathway for the critical activities required to deliver the Water Services Strategy, Transfer Agreement and Service Agreements. It shows key milestones, dependencies, sequencing and Board and Council decision points through to Day 1. The roadmap is intended to provide an indicative view of the critical pathway rather than the detailed programme plan. Detailed activities, dependencies and timings are managed through the integrated programme plan, while the key decisions and forecast timing are set out in Attachment 2 – Critical Activity Decision Table.

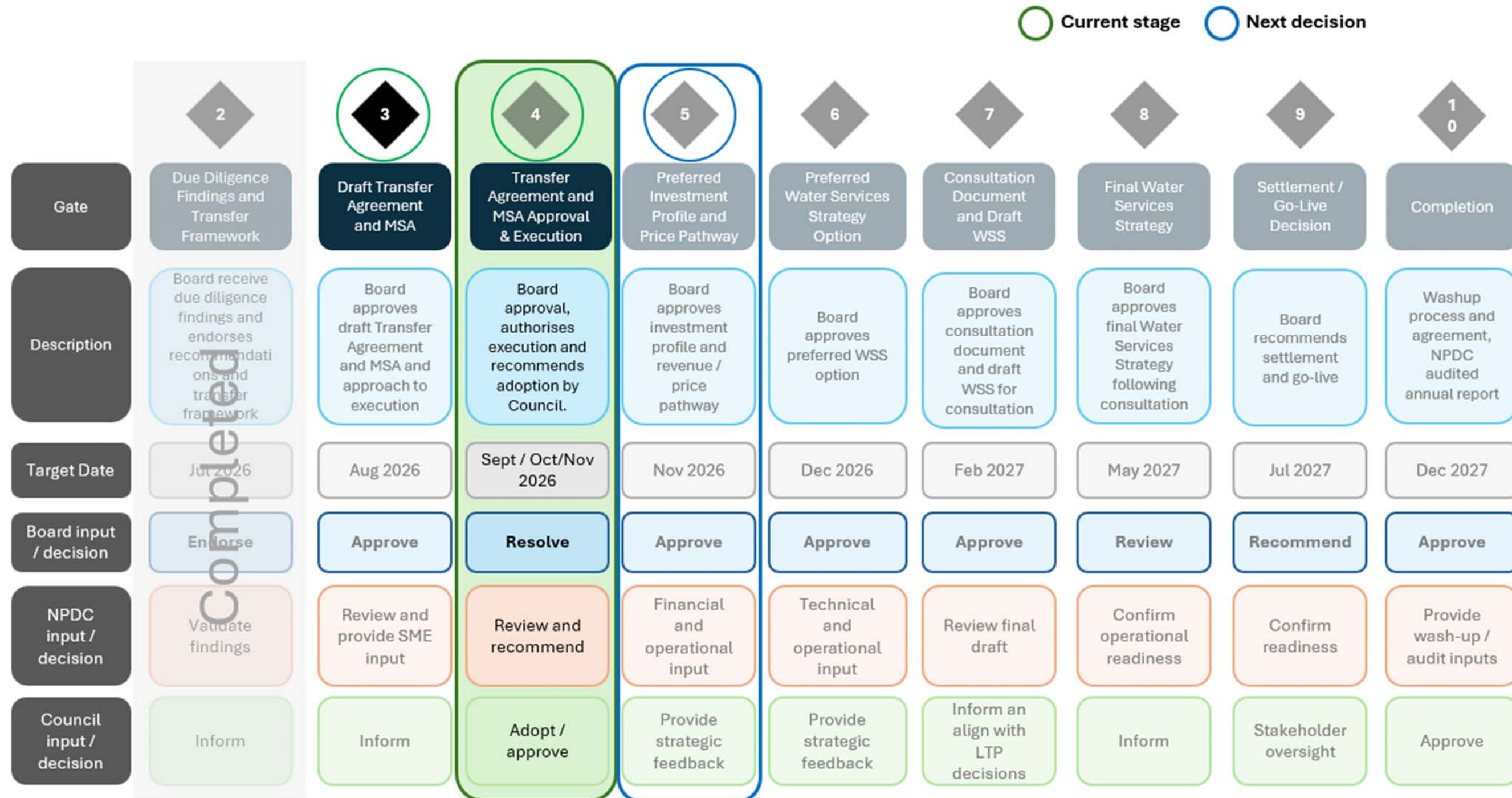
Detailed workstream progress and upcoming priorities are provided in Attachment 3 – Programme Workstream Status Report.

Transfer Agreement, Service Agreements and Water Services Strategy Roadmap



Attachment 2 – Critical Activity Decision Table

The Critical Activity Decision Table provides a high-level overview of the key Board and Council decisions required to progress the critical programme activities and when these decisions are currently forecast to occur. It should be read alongside the Critical Activity Roadmap and will be updated as timings and decision requirements are refined.



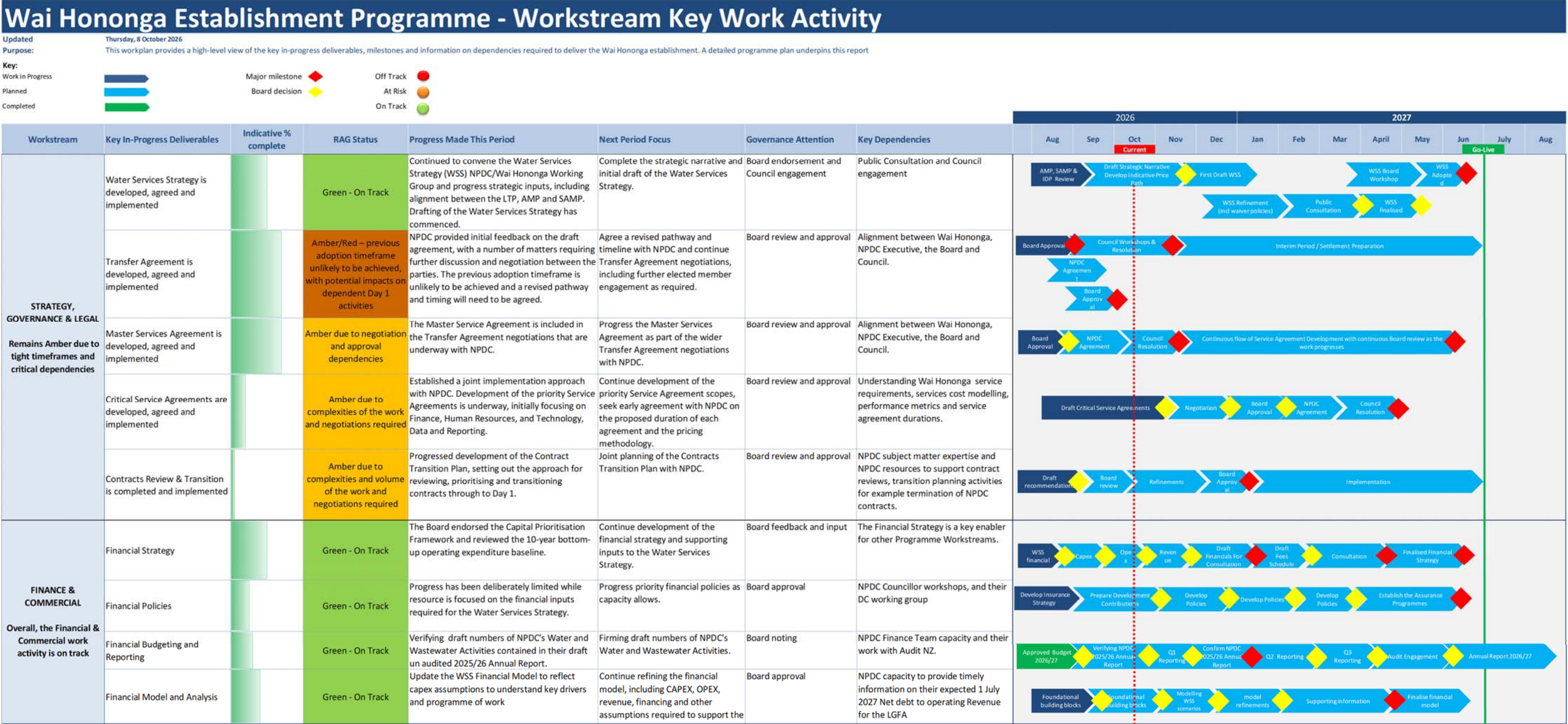
This pathway highlights the key governance decisions. Detailed programme scheduling and dependencies are managed through the integrated programme roadmap. Gate 1 has been excluded as completed

Attachment 3 – Programme Workstream Status Report

This dashboard provides an indicative view of progress across the Establishment Programme, including key deliverables, milestones and sequencing by workstream. Together with the Critical Activity Roadmap, it provides the Board with a high-level pathway to Day 1. Detailed activities, dependencies and timings are managed through the integrated programme plan.

The integrated programme plan currently includes more than 800 activities, with detailed activities, dependencies, milestones and progress managed through Microsoft Plan 3. The programme is managed through rolling eight-week planning cycles, providing greater accuracy and visibility of near-term delivery while allowing future activities, dependencies and sequencing to be progressively refined as detailed planning progresses.

This report should be read alongside the Wai Hononga Risk Report and Establishment Programme Resource Report. The dashboard focuses on workstream progress, key dependencies and delivery confidence. Detailed programme and workstream risks are reported through the Risk Report, while programme capability, recruitment and future resource requirements are reported through the Resource Report.



Wai Hononga Establishment Programme - Workstream Key Work Activity

Updated: Thursday, 8 October 2026
 Purpose: This workplan provides a high-level view of the key in-progress deliverables, milestones and information on dependencies required to deliver the Wai Hononga establishment. A detailed programme plan underpins this report

Key:
 Work in Progress: Major milestone: Off Track:
 Planned: Board decision: At Risk:
 Completed: On Track:

								2026					2027							
Workstream	Key In-Progress Deliverables	Indicative % complete	RAG Status	Progress Made This Period	Next Period Focus	Governance Attention	Key Dependencies	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	April	May	Jun	July	Aug
ASSET MANAGEMENT & SERVICE DELIVERY	Support the development and implementation of Service Agreements		Amber due to Complex negotiations within tight timeframe	Support progression of the development of priority Service Agreements.	Continue supporting priority service agreements	N/A	Transfer Agreement & Master Services Agreement													
	Coordinate Three Waters inputs for the Water Services Strategy		Green - On Track	Supported the Three Waters team as requested on the development of the AMP and SAMP.	Continue to support and coordinate with the Three Waters Team as required.	N/A	N/A													
	Develop key guidance policies to inform AMP and SAMP		Green - On Track	Limited progress during the period, with the next tranche of priority policies and procedures being identified.	Plan the next tranche of policies and procedures to be developed.	Board approval	N/A													
PEOPLE	Establishment Programme Capability		Green - On Track	Programme capacity and capability requirements continued to be monitored. Programme Coordinator and Commercial Advisor engagements were progressed, together with sourcing short-term specialist People support.	Engage short-term specialist People support while recruitment of the Manager People, Capability & Wellbeing is completed.	Resource decisions will continue to be required throughout the delivery of the programme	Organisational Design, approval of roles and recruitment													
	Permanent recruitment of Wai Hononga organisation		Amber due to volume of recruitment and market constraints	Continued recruitment of the CFO and Manager People, Capability & Wellbeing roles and progressed planning for the remaining Tier 2 positions.	Progress recruitment of Tier 2 roles.	Continuous Board review and approvals as required	Organisational design, workforce requirements, Service Agreements and confirmation of functional responsibilities.													
	Organisational Design & Workforce Planning		Amber due to organisational design dependencies	Completed development of the proposed organisational design for Board consideration.	Subject to Board approval, develop the workforce roadmap and sequencing of roles required through to Day 1.	Continuous Board review and approvals	Service Agreements and Transfer Agreement decisions.													
	Employee transition to Wai Hononga		Amber due to critical dependency of Transfer Agreement Council resolution	Confirm positions and employees within scope for transfer and progress employee communications and transition documentation.	Continue progressing employee communications and transition documentation.	Confirmation of transferring positions and progression of transition communications.	Transfer Agreement negotiations, service delivery arrangements, and ongoing coordination with NPDC.													
CUSTOMER, COMMS & ENGAGEMENT	Customer Experience		Amber due to limited NPDC design capacity	Progressed customer support workflows and commenced discovery for the Customer Change Impact Analysis and supporting plan.	Continue the development of customer support workflows.	Board informed	Alignment with NPDC customer experience management processes. The Water Use Statement must align with Wai Hononga customer messaging.													
	External Communications Strategy		Green - On Track	Finalised the external Communications Strategy.	Develop the detailed communications planning and timelines.	Board approval	N/A													
	External Standalone Website / Customer Portal		Green - On Track	Continued adding content to the Wai Hononga microsite as information became available.	Commence development of the business case for the future Wai Hononga website/customer portal.	Board informed	Business case													
	Mock Bills / Water Use Statements		Amber/red due to project complexity, uncertainty, change in requirements and complexity of change approvals	Continued working with NPDC on decisions affecting the UWM programme and water use statements, including development of recommendations for Council consideration in October.	Support NPDC to progress the Council recommendations and reflect resulting decisions in customer, billing and UWM planning.	Board approval	NPDC Finance Team are leading and will determine pricing basis for the Water Use Statement. Water Use Statement must align with NPDC system readiness.													
TECHNOLOGY, DATA AND REPORTING	Technology, Data and Reporting assessment of NPDC projects currently in progress e.g. UWM and ERP		Amber due limited access to up-to-date accurate information	Project reporting has started to be provided and Wai Hononga representation in UWM oversight arrangements has been strengthened. A watching brief remains in place while reporting becomes more consistent.	Continue monitoring delivery and improve visibility of project status, milestones, risks and dependencies.	Escalation as required	Dependent on NPDC sharing timely and accurate project status and delivery assurance information with Wai Hononga													
	Develop Wai Hononga technology, data and reporting requirements and NPDC delivers solutions		Amber/red due to NPDC resource constraints preventing work from progressing	Drafted and validated the Technology, Data and Reporting requirements.	Provide the requirements to NPDC and work with them to develop and assess solution options.	N/A	NPDC proposal for additional resource request to Wai Hononga to undertake the requirements solution options.													
	Develop the Technology, Data and Reporting Service Agreement		Amber pending assignment of NPDC service owners	The Technology, Data & Reporting service agreement is a priority service agreement and preliminary information is being gathered.	Complete the first draft of the service agreement and provide to NPDC for their input.	Approval of Service Agreement	NPDC service owner availability. Wai Hononga requirements.													
	Advance the Cyber Security assessment opportunity		Amber due to reliance on capacity to prioritise assessment	NPDC has provided a proposal to undertake a cybersecurity assessment, which is being progressed for funding approval.	Subject to funding approval, commence the assessment and confirm the approach, timing and required inputs with NPDC.	Awareness and recommendations report	Approval of funding required													
	Develop the Wai Hononga Technology Strategy		Amber pending agreement on the scope and approach	Development of the Technology Strategy is dependent on completion of the Water Services Strategy and confirmation of the strategic requirements that will inform the technology approach.	Confirm the scope and approach once the required strategic inputs are sufficiently developed.	Endorsement of the proposed approach and funding approval for strategy development.	Funding availability, strategic direction from leadership, future operating model decisions, Water Services Strategy and access to specialist Strategy support.													

Information Report

Community Feedback on the Significance and Engagement Policy

To	Wai Hononga Water Services Limited Board
From	Nicolette West
Approved	Brent Manning
Date	16 October 2026

Purpose

The purpose of this paper is to provide the Board with the community feedback received on the Significance and Engagement Policy (SEP) and outline the next steps.

Recommendations

This paper is provided to the Board for information only.

It is recommended that the Board receives the Community Feedback on the draft Significance and Engagement Policy.

Executive Summary

1. Community consultation on the draft Significance and Engagement Policy was undertaken from 2 to 30 September 2026, with 18 submissions received. Wai Hononga and Council staff are to jointly assess the feedback, prepare responses to the feedback received and propose revisions to the draft Policy as appropriate. The Local Government (Water Services) Act 2025 requires that New Plymouth District Council (NPDC) approve the Policy before it can be adopted by Wai Hononga. To meet the agenda deadline for the Council meeting on 26 November 2026, out-of-cycle Board approval of the revised Policy will be required.

Background

2. The Local Government (Water Services) Act 2025 requires Wai Hononga to adopt its initial Significance and Engagement Policy within 12 months of establishment. Accordingly, the Policy must be adopted by 5 February 2027.
3. At its meeting on 27 July 2026 the Board endorsed development of a Significance and Engagement Policy by December 2026 to enable the Policy to inform the community engagement approach for the Water Services Strategy. The Board also agreed for staff to work collaboratively with New Plymouth District Council (Council) staff to develop the policy and endorsed the process and timeline for Wai Hononga and Council to jointly undertake community consultation.
4. At its meeting on 21 August 2026, the Board endorsed the release of the draft Significance and Engagement Policy for community engagement. The Wai Hononga SEP was consulted on concurrently with the NPDC SEP for efficiency and alignment (per Para 12 below).

Discussion

5. Community consultation was undertaken from 2 to 30 September 2026. The consultation was promoted through a media release, an advertisement in the Taranaki Daily News, on the NPDC Facebook page and Antenna app, and on the Wai Hononga website. The draft Policy was presented to the NPDC's Te Huinga Taumatua Committee and Ngā Kaitiaki forum for feedback and was emailed to the Ratepayers Alliance and Post-Settlement Governance Entities. Two community drop-in sessions were held separately in New Plymouth and Waitara, with a total of 18 people attending.
6. A total of 18 submissions were received, ten through the online form, six via email and two were captured during meetings. Online respondents were asked whether they supported the proposed Policy, and whether the Policy clearly explained how Wai Hononga would determine significance and the required level of community engagement. The online responses are summarised in Table 1.

7. Table 1: Online response to set questions

Response	Do you support the proposed Policy	Does the Policy clearly explain how Wai Hononga will determine significance and the level of community engagement required.
Yes	2	2
No	5	6
Partially/Yes with changes	2	
Unsure		1
Blank	1	1
Total	10	10

8. A copy of each submission is included in Appendix 1.

Issues and Risks

9. The current risks are outlined below:

Risk	Proposed Mitigations
NPDC may request amendments to, or decline to approve, the Policy.	This risk is mitigated by the close collaboration between Wai Hononga and NPDC staff throughout the development of the Policy and the assessment of submissions.

Next steps

10. Wai Hononga and Council staff will continue to work collaboratively to assess the submissions and prepare responses to the feedback received.

11. The Local Government (Water Services) Act 2025 requires NPDC to approve the Policy before it can be adopted by Wai Hononga. The revised Policy will be presented to the Council meeting on 26 November 2026 for approval. As the agenda for this meeting closes on 2 November 2026, out-of-cycle Board approval of the revised Policy will be required to meet the agenda deadline.
 12. The Wai Hononga Policy and the NPDC Policy will be presented to Council in the same report, with the NPDC Policy considered for adoption before the Wai Hononga Policy is considered for approval.
-

Attachments

Item	Title
A	Appendix 1: Community feedback on the Significance and Engagement Policy.

First Name	1. Do you support the proposed Significance and Engagement Policy?			2. Do you think the proposed Policy clearly explains how Wai Hononga will determine the significance of decisions and the level of community engagement required?			3. Please tell us any changes or improvements you would like to see in the proposed Policy?	4. Is there anything else you would like to tell us about the proposed Policy?
	Yes	No	Partially/Yes, with changes	Yes	No	Unsure		
Alexander			1		1		<p>Thank you for the opportunity to provide feedback on this policy.</p> <p>My name is Alexander [REDACTED] This submission is based on having worked in council-owned water services for more than 10 years, including in strategic communications, communications management, and stakeholder engagement for Wellington Water and its predecessor. Though not currently working in the sector, I maintain an enduring interest in its reform, as well as in effective community engagement.</p> <p>I acknowledge those who have prepared the draft significance and engagement policy (DSEP) as a response to the requirements of the Local Government (Water Services) Act 2025 (the Act) and to set out how Wai Hononga will establish significance and manage engagement.</p> <p>This feedback works sequentially through the document, including appendices, with a summary of key points. Paragraphs below are numbered to facilitate internal references. It is abbreviated, and I would be happy to elaborate on or further explain any of the points below.</p> <p>Notes on the DSEP</p> <p>1. The Purpose in paragraph 1.1 references only “decisions”. The Act, s35(1)(a), requires a significance and engagement policy be adopted that sets out the organisation’s “approach to determining the significance of proposals and decisions.” (my underlining).</p> <p>2. The inclusion of “proposals” as part of the policy, and distinct from “decisions”, is important, as the Board, and the community, should have the opportunity to consider proposals on matters that will affect them before major decision points are reached.</p> <p>3. The Act, s35(3) states “The purpose of the policy is (a) to enable the organisation, its shareholders, its consumers, and its communities to identify the degree of significance attached to particular issues, proposals, water services infrastructure, decisions, and activities...”</p> <p>4. The Purpose should therefore be amended for clarity to apply to activity other than just decisions.</p> <p>5. Paragraph 1.1 states that “[m]any Wai Hononga decisions affect the community”, and that it is important the company understand community views before making important decisions. The Act makes clear that the organisation has an obligation to understand the degree of significance a community attaches to an issue. A community cannot properly understand significance if it does not understand what is being proposed, or decided.</p> <p>6. The policy should also state that it is equally important that the community understand the organisation’s views, processes, options and intentions in making these decisions.</p>	
Marshall		1			1		<p>Clause 4.1 3rd bullet .Translate to English.</p> <p>Clause 6.6 Add water consumers</p> <p>Table 1 consultation. Add box for when water co will engage with users</p> <p>Clause 9.4 Complex financial arrangements should not be excluded from community.as we pay the debt</p>	

Lyndon			1	1		Policy is one thing - funding, capacity and effective, timely actions are others. I am not discounting the importance of sound policy, just noting that its implementation, in a now rapidly changing environmental setting, will be the key.	As above. My focus is on local resilience and preparedness, along with human and ecological 'health' specifically for Okato and surrounds. There are two related issues - security of supply, and not only for potable water; and levels of nitrates in the potable supply. On security of supply, at a recent KCB meeting (August 2026) members of the three waters team explained that they had no concerns, and that the regular level 2 restrictions in Okato would not affect potable supply, only supply for gardens. That obviously impacts local people's ability to grow food. Relatedly, there is, in my understanding, one pipe connecting the supply from Mangatete stream treatment plant to the village, and hence there may be risks from future impacts from extreme weather events and / or geotectonics on longer-term supply. Water tanks as back-up in emergencies would be useful, at strategic locations (school is community hub). Gore and Kapiti councils have acted for their communities in this respect. Water tanks as a requirement in all new builds, and rates subsidies for those in need to install their own tanks, would also be useful. Relatedly, there is a seasonal spike in nitrate levels approaching 3 mg / litre) in then potable supply, well within the present legal standard (11.3 mg / l) but well above levels now considered safe for human and ecosystem health (< 1 mg/l). Hence, looking ahead, it would be wise to find a reliable source that has consistently low nitrate levels. An alternate source was located but is heavily contaminated with fungicide. Thanks for your consideration.
Jill		1			1	Any decisions made using Ratepayer money requires intensive transparency. No money, no Policy.	I would like NPDC to be fiscally responsible. It is vital that decision making is transparent. Using other peoples money is a privilege, not to be overlooked by bureaucratic decisions by unelected parties. NPDC should not involve itself with Policies that are NOT developed for this region. NPDC should be autonomous and disconnected from other regions. New Plymouth needs are unique.
Freda	1				1	Very complex. There are two levels, one the NPDC and the action body, Wai Hononga. The main issue for me in these uncertain Central Government "leanings" after this 2026 3 year election cycle, could change edicts to district/regional councils. All we, the democratic taxpaying citizens support our local councils to retain control of our fresh water source and not go down the path of neoliberal, entities, we now see the result of that experiment.	That there is regular rigorous testing of our "fresh", water and ongoing search for clean uncontaminated water source reserves in the future. That control is kept in Taranaki/ regional control. NB. Cornwall, Wales, Ireland and Scotland are reviving their native languages due to past wrongs, why is our central Govt continuing to argue over the relevance of our Te Reo Maori language and not being attributed the same rights as a bi lingual country, when we are trying to right the wrongs of our colonial past in the provinces?
Edward V	1				1		My only concern is that the persons responsible for applying the policy be fully trained to apply the policy fairly with no conflicts of interest being allowed.
Jennifer Ann		1			1		Please can you clarify stakeholder engagement for organisations which may have a greater interest in decisions than the general public, such as emergency services providers - e.g. Fire and Emergency New Zealand with respect to reticulated water supply infrastructure. Please can this be clarified at the earliest opportunity to allow a follow-up submission to be issued, if considered necessary.
Jacques		1			1	We prefer to NOT have a separate entity look after NP water needs! It is a waste of rate payers money. This is a way to ensure less transparency. It is hard enough to see how our NPDC is operated - I can just imagine how this new entity be operated..	No
Ross		1			1	All writing in English to make easier to understand	

Feedback on the Wai Hononga Significance and Engagement policy

Thank you for the opportunity to provide feedback on this policy.

My name is Alexander [REDACTED]. This submission is based on having worked in council-owned water services for more than 10 years, including in strategic communications, communications management, and stakeholder engagement for Wellington Water and its predecessor. Though not currently working in the sector, I maintain an enduring interest in its reform, as well as in effective community engagement.

I acknowledge those who have prepared the draft significance and engagement policy (DSEP) as a response to the requirements of the Local Government (Water Services) Act 2025 (the Act) and to set out how Wai Hononga will establish significance and manage engagement.

This feedback works sequentially through the document, including appendices, with a summary of key points. Paragraphs below are numbered to facilitate internal references. It is abbreviated, and I would be happy to elaborate on or further explain any of the points below.

Notes on the DSEP

1. The **Purpose** in paragraph 1.1 references only “decisions”. The Act, s35(1)(a), requires a significance and engagement policy be adopted that sets out the organisation’s “approach to determining the significance of proposals and decisions.” (my underlining).
2. The inclusion of “proposals” as part of the policy, and distinct from “decisions”, is important, as the Board, and the community, should have the opportunity to consider proposals on matters that will affect them before major decision points are reached.
3. The Act, s35(3) states “The purpose of the policy is (a) to enable the organisation, its shareholders, its consumers, and its communities to identify the degree of significance attached to particular issues, proposals, water services infrastructure, decisions, and activities...”¹
4. The Purpose should therefore be amended for clarity to apply to activity other than just decisions.
5. Paragraph 1.1 states that “[m]any Wai Hononga decisions affect the community”, and that it is important the company understand community views before making

¹ Further sections are also relevant but not repeated here. [See ss35, 36.](#)

important decisions. The Act makes clear that the organisation has an obligation to understand the degree of significance a community attaches to an issue. A community cannot properly understand significance if it does not understand what is being proposed, or decided.

6. The policy should also state that it is equally important that the community understand the organisation's views, processes, options and intentions in making these decisions.
7. The **Purpose** section of the policy should therefore include a statement to the effect that Wai Hononga recognises engagement on significant activities, proposals and decisions is required to ensure the community (among others) understands what is happening, so that community members (etc) are able to usefully contribute their views and preferences to Wai Hononga prior to any eventual decision.
8. Under **Scope**, paragraph 2.1 also restricts the policy to decisions only. This should be amended for the reasons set out above (1-3), not least the requirement in the Act.
9. However, 2.1 also essentially includes virtually any decision Wai Hononga might make. It states: "[the policy] applies to strategic and operational decisions where there is, or is likely to be, an impact on consumers or communities." The function of Wai Hononga is to provide critical drinking water and wastewater services to customers. Any interruption or change to these could have an impact on one or more customers. Thus, almost any operational or planning decision relating to water and wastewater services that Wai Hononga (including its contractors) makes would satisfy this condition. With an application potentially so broad, the risk is that the policy, and its purpose, would be disregarded or under-utilised, putting the Board at risk of being under-informed.
10. To the point above, it would be useful early in the policy, here or in the previous section, to include an explicit statement that the policy recognises that services Wai Hononga provides are critical to human health and community wellbeing at large; and that the diligent understanding and application of this policy, in particular with reference to its purpose in recognising and accommodating the preferences of and impacts on its shareholders, consumers, communities and others particularly specified (s35(3)(b)) as it carries out its work, is required of officers.
11. The **Decision-making Process** section needs to be amended to be consistent with the intentions of the Act. As noted above (5-7), it should require that Wai Hononga, when making a decision, will take the necessary steps to ensure that people likely to be affected by a proposed decision or activity have the information they need in order to be able provide properly informed views to the organisation. Community information can only be useful if it is based on a valid understanding of what is

being proposed and why. This would be important, for example, where Wai Hononga must explain to a community why one aspect of service provision, or a particular project, is being prioritised over another.

12. The reference in 3.3 to the Act not requiring formal consultation on every decision is misplaced. Section 31(3)(a) of the Act, which allows that a water service provider may decide whether to undertake consultation having regard to the extent to which it already knows the views and preferences of the persons likely to be affected, applies to consultation and the formal processes set out in other legislation, not engagement.
13. Under the DSEP as written, the risk is that Wai Hononga officers may assume that full or sufficient knowledge of community views exists within Wai Hononga, and then make a decision without further engagement, relying on this section of the Act. They may then proceed to also act without engaging with those affected, or regarding a decision as significant and escalating it appropriately.
14. If the reference to s31(3)(a) is kept here, then it should be included in a way that does not create the risk of officers proceeding without adequate engagement, based on an informal belief, or even an internal directive, that Wai Hononga has sufficient understanding of community views.
15. As noted, s31(3)(a) of the Act applies only to consultation, not engagement. That the two are regarded as distinct and how is explained in the FAQ section of the webpage inviting feedback on this policy². If the reference to the Act were to remain, a discussion on the formal differences between consultation and engagement, and Wai Hononga's intentions regarding both, would be helpful.
16. At paragraph 3.5, the description of the proportionate approach should be broadened to include the need to inform the community, for reasons set out above. A third sentence should be added to include the sentiment that "The more significant a matter is and the less the public knows about it, the greater the effort Wai Hononga will put into engaging with the community on it."
17. As I am not a member or authorised representative of any affected mana whenua, hapū or iwi, this submission does not consider paragraph 4.1. Those groups' status

² At <https://haveyoursay.npdc.govt.nz/wai-hononga-draft-significance-engagement-policy>. [6. What is the difference between consultation and engagement, aren't they the same thing?](#)

There is a difference.

Community engagement is about building relationships and having ongoing conversations with people who are affected by, or interested in, an issue. It helps us understand community needs, concerns, and ideas over time. Consultation is a specific activity that asks people for feedback on a proposal, plan, or decision. This usually happens at a particular point in a project and helps decision-makers understand community views before making a final decision.

Retrieved 28 September 2026

under Te Tiriti o Waitangi notwithstanding however, it is not clear why members of predominantly non-Māori communities with interests in water and the environment should not also be given the same level of consideration by Wai Hononga as set out in the first two bullet points under paragraph 4.1 (noting 18 below).

18. Paragraph 4.1 contains no reference to significance, of decisions or activities, so it is not clear what relevance this section has to the policy here, or how these special groups will be treated regarding issues of significance.
19. The section **Determining Significance** and Table 1 do not clearly state which significance level would trigger Board escalation. Paragraph 5.1 states that Wai Hononga (presumably its officers) would assess significance and “for those decisions that require Board endorsement”, complete a formal assessment to determine significance, presumably through the policy.
20. Paragraph 5.2 says assessment of the degree of significance will be determined by criteria set out in Table 1. The table uses three measures – low, medium and high – and six criteria of significance. The descriptive language within the table repeats the measure levels to inform the decision-maker. Much of this is imprecise and leaves interpretation and assessment up to individual judgement. For example, Criteria 2, Low Significance is defined as: “*there is a low level of change to services*” – low by what measure? Number of customers? Impact on services? Duration? – “*but limited change to the levels of service stated in the WSS*” – again, a limited change to the quality of water? To response times? – “*and limited change to the way in which services are delivered*”. Limited changes – in scope, or scale? How long for? – for example, a single change to a service commitment, could still be significant for some customers. This method alone for determining significance, and appropriate next steps, does not provide suitable protection for officers or visibility for the Board.
21. Paragraph 5.3 states that the final decision about the significance of any matter rests with the Board, and that the Board decides “whether or not a decision or activity is significant”. This slightly contradicts the approach set out in paragraph 5.1, which states officers will decide which decisions are escalated, and leaves the Board exposed to risks about significance assessments and decisions over which it has had no visibility. The policy should be clear at what level a significance issue should be escalated, and include a process to ensure officer decisions on significance are recorded and regularly reported to the Board.
22. In considering this process and possible consequences, directors and senior officers may find the Crown Review of the Moa Point Treatment Plant failure useful³.

³ <https://www.beehive.govt.nz/release/independent-review-released-moa-point-plant-failure>. The Crown Review attributes the failure to “longstanding weaknesses in governance, accountability, asset management, risk

The individual asset being worked on in that case, UV light replacement, would under the DSEP be at most a “moderate” level of significance (see Criteria 6), and would be unlikely to have come before the Board.

23. If decisions or proposals are a deviation from a previous decision and significance level understood and endorsed by shareholders and the Board, or not initially regarded as significant, they may need to be escalated. This situation, and others covered by the Act in s38 *Water Organisation’s policy: deviation from policy*, should be covered in the Wai Hononga policy.
24. Part 7 of the DSEP states that individual network assets are unlikely to be significant. A more useful default would be to assume the opposite; that all individual network assets have the potential to be significant. This would invite the appropriate contingency planning should something go wrong. The Moa Point experience is relevant here.
25. The Crown Review’s note on asset management practices highlights that asset condition should also be considered in the significance table, noting such typical factors as deferred maintenance or performance history. This should be considered in the review of the DSEP.
26. **Appendix 1** includes principles for engagement. It then refers to consultation. The distinction between consultation and engagement should be clarified here if it has not been already, and the references to consultation and engagement made consistent so the principles can be understood with regard to each.
27. The Transparency principle is misleading. The elaboration (What this means) of the Transparency principle in fact limits transparency, to information about “decisions made”, rather than decisions or activities proposed, and “available explanatory materials”. These qualifications of what should be an absolute, create the opportunity to obfuscate, by not providing access to materials considered internally to be not clear, available, or explanatory. It is also redundant, as this matter, of the release of information relating to decisions, is fully covered by the Official Information Act. As written, the Transparency principle appears to limit or circumvent the requirements of the OIA.⁴
28. More useful here would be principles requiring Honesty, and Proactivity. These would provide assurance to shareholders and communities that the organisation

management and infrastructure resilience”. Among the Review’s recommendations are improving public communications about infrastructure risks; and strengthening governance and accountability. The report is available here: <https://www.mcert.govt.nz/news/independent-moa-point-crown-review-report-released/>

⁴ The Ombudsman’s interest in the management of internal information by Ministry of Education officials is relevant. <https://www.ombudsman.parliament.nz/news/chief-ombudsman-conduct-investigation-oia-concerns-ministry-education>.

will be internally and externally open about proposals and their potential consequences; and that the organisation will seek to inform communities so they can meaningfully respond to the proposals.

Summary

29. The draft represents a good starting point for a policy that should form a key element of Wai Hononga's governance system. Improvement opportunities include fully appreciating and accounting for the significance of water services to human health; clarity in identifying significance and Board visibility across these assessments; an approach that sees proactive customer and community engagement as an integral part of decision-making; and an understanding that deviation from policy or unexpected events involving even relatively small components of a system or network can result in catastrophic outcomes, for customers, communities, the environment and the company.⁵

30. The opportunity for Wai Hononga is to develop a Significance and Engagement Policy that sees customer and community engagement in its work as an integral part of planning and as a risk management tool, not a risk or an inconvenience, and as a mechanism to bring matters to the Board rather than keep them away.

Thank you again for the opportunity to contribute. I am happy to respond to any questions or clarification on the points above.

⁵ The issue of fluoridation of water supply in Wellington is relevant here, where a change in supplier led to ongoing complications that became part of the under-delivery of a public health service.

The Wai Hononga Water Company

C/- NPDC

at - enquiries@npdc.govt.nz

Put a heading - Submission for the Wai Hononga Significance and Engagement Policy.

A clause in Section 4.1 and the 3rd bullet point reads:

“Supporting mana whenua, hapū and iwi to uphold their tikanga, rangatiratanga, kaitiakitanga, mana motuhake and mana whakahaere aspirations through collaboration, co-design, resourcing and shared decision-making in matters relating to te taiao, with their kaitiaki responsibilities”.

Can an English translation of this clause be added please

Thanks

Gerard 



Puketapu Hapū Submission on the Draft NPDC and Wai Hononga Significance and Engagement Policies 2026

Submitted by: Ngā Kaitiaki o Puketapu Hapū Trust

Submitted to: New Plymouth District Council and Wai Hononga

Date: 30 September 2026

Submission topic: Draft NPDC Significance and Engagement Policy 2026, and Wai Hononga Draft Significance and Engagement Policy 2026

Executive Summary

Puketapu Hapū supports the purpose of the Draft NPDC Significance and Engagement Policy 2026 and the Wai Hononga Draft Significance and Engagement Policy 2026. Puketapu Hapū acknowledges that NPDC is required to maintain a Significance and Engagement Policy under the Local Government Act 2002, and that Wai Hononga has prepared its first policy in response to the Local Government (Water Services) Act 2025. However, Puketapu Hapū submits that both policies must be substantially strengthened and aligned to give proper effect to Te Tiriti o Waitangi, recognise mana whenua as rights holders, and ensure that decision-making protects Māori rights, interests, taonga and Treaty settlement commitments.

These policies are not merely engagement tools. They are governance instruments that determine how significance is assessed, whose interests are elevated, when enhanced scrutiny is triggered, and how communities and rights holders participate in decisions that affect them. This is especially important for water services, as Wai Hononga will be responsible for drinking water and wastewater services from 1 July 2027. For mana whenua, decisions about water services directly engage rangatiratanga, kaitiakitanga, whakapapa relationships with whenua and wai, statutory acknowledgements, cultural redress, Māori participation rights, and the active protection of taonga.

As currently drafted, both policies remain too heavily framed around general community engagement. They do not sufficiently distinguish between general public significance and Māori significance, nor do they provide a clear and consistent decision-making pathway for matters that affect mana whenua, Treaty settlement arrangements, culturally significant places, Māori land, wāhi tapu, mātauranga Māori, taonga species, Māori environmental data, culturally sensitive information, water infrastructure, wastewater infrastructure, waterways, or receiving environments.

- Puketapu Hapū seeks amendments that require Council to expressly recognise Te Tiriti o Waitangi, rangatiratanga, kaitiakitanga and mana whenua status within the policy.
- The policy must assess Māori significance separately from general community significance.
- The policy must include automatic High Māori Significance triggers for matters involving Treaty settlements, statutory acknowledgements, Deeds of Recognition, wāhi tapu, urupā, Māori land, taonga, customary interests, Te Mana o te Wai, mātauranga Māori and culturally sensitive Māori data.

- The policy must protect Treaty settlement commitments from being diminished, undermined, frustrated or materially prejudiced by Council decisions.
- The policy must move beyond consultation and provide for early participation, co-design, partnership approaches, governance engagement and Māori capacity-building.
- The policy must recognise Māori Data Sovereignty and require appropriate governance, protection and use of information relating to Māori communities, taonga, whenua, wai, mātauranga Māori and cultural values.

Puketapu Hapū therefore submits that both the NPDC policy and the Wai Hononga policy must be reframed as Treaty-responsive decision-making frameworks, not simply public engagement frameworks. Council and Wai Hononga must embed a mandatory Māori Significance Assessment, a Māori Significance Matrix, Treaty and Hapū Impact Assessment requirements, and standard governance reporting obligations for all matters of Moderate, High or Critical Māori Significance.

Puketapu Hapū respectfully requests that Council and Wai Hononga adopt the recommendations in this submission and work directly with mana whenua to strengthen both policies before adoption, so that decision-making gives practical effect to Te Tiriti o Waitangi, protects settlement and statutory interests, and upholds the mana, rangatiratanga and kaitiakitanga of mana whenua within the New Plymouth District.

Position Statement

Puketapu Hapū acknowledges that Council's and Wai Hononga's Significance and Engagement Policies are not merely engagement documents.

They are governance instruments.

The policies determine:

- how significance is assessed;
- whose interests are recognised;
- when engagement occurs;
- who participates in decision-making; and

what matters are considered sufficiently important to warrant enhanced scrutiny.

For mana whenua, these questions directly affect the practical implementation of:

- Te Tiriti o Waitangi;
- Treaty settlement commitments;
- Māori participation rights;
- cultural and environmental interests;
- taonga protection; and
- Māori representation in local government decision-making.

The policies should therefore operate as both:

1. A Significance and Engagement Policy; and
2. A Treaty and Māori Participation Assurance Framework.

Submission Recommendations

Recommendation 1: Insert a Dedicated Te Tiriti o Waitangi and Mana Whenua Section

Both draft policies should contain a standalone section recognising:

- Te Tiriti o Waitangi;
- Treaty principles;
- mana whenua rights and interests;
- Treaty settlement legislation;
- Māori participation obligations;
- Statutory Acknowledgements;
- Deeds of Recognition; and
- Māori Data Sovereignty.

Suggested policy statement:

Council and Wai Hononga recognise Te Tiriti o Waitangi as a foundational constitutional document of Aotearoa New Zealand and acknowledge that mana whenua hold enduring ancestral, cultural, customary, statutory and Treaty settlement interests within their respective rohe. Council and Wai Hononga will provide meaningful opportunities for Māori participation, support the active protection of taonga and give practical effect to applicable Treaty settlement arrangements when exercising their respective powers and functions.

Recommendation 2: Explicitly Recognise Applicable Statutory Obligations

The NPDC policy should expressly reference the Local Government Act 2002, including:

- Section 4
- Section 14(1)(d)
- Section 76AA
- Section 77(1)(c)
- Section 81
- Section 82

These represent minimum statutory requirements for Māori participation and consideration of Māori relationships with land, water, wāhi tapu and taonga.

The Wai Hononga policy should also expressly recognise its statutory context under the Local Government (Water Services) Act 2025 and adopt an equivalent Treaty-responsive standard for decisions relating to drinking water, wastewater, water services infrastructure, service levels, investment, receiving environments and Te Mana o te Wai.

Recommendation 3: Establish a Separate Māori Significance Assessment

Both policies currently enable significance to be assessed primarily through a general community lens.

Puketapu Hapū submits that:

Māori Significance must be assessed separately from general community significance.

A matter may be of low significance to the wider community while simultaneously being of high significance to mana whenua.

Examples include:

- Statutory acknowledgement areas.
- Cultural landscapes.
- Wāhi tapu.
- Urupā.
- Māori freehold land.
- Settled redress areas.
- Culturally sensitive datasets.

A dedicated Māori Significance Assessment should therefore be mandatory across both NPDC and Wai Hononga decision-making.

Recommendation 4: Introduce a Māori Significance Matrix

Council and Wai Hononga should adopt a shared or aligned weighted Māori Significance Assessment Framework.

Proposed criteria include:

- Rangatiratanga interests
- Treaty settlement interests
- Statutory acknowledgement interests
- Ancestral lands and waters
- Te Mana o te Wai
- Māori land interests
- Kaitiakitanga interests
- Cultural heritage
- Māori wellbeing
- Māori Data Sovereignty
- Level of mana whenua concern raised

These criteria are consistent with the Treaty, settlement and statutory instruments identified through the Te Ara Whakamua Legislative and Settlement Audit.

Recommendation 5: Establish Automatic High Significance Triggers

Regardless of the significance score, the following matters should automatically be treated as High Māori Significance:

- Treaty settlement redress.
- Statutory Acknowledgements.
- Deeds of Recognition.
- Taranaki Maunga redress arrangements.

- Māori freehold land.
- Māori reservations.
- Wāhi tapu.
- Urupā.
- Significant cultural landscapes.
- Recognised customary rights.
- Customary marine title interests.
- Te Mana o te Wai matters.
- Mātauranga Māori.
- Taonga species.
- Culturally sensitive information.
- Māori environmental datasets.

Recommendation 6: Protect Treaty Settlement Commitments

The policy should contain a Treaty Settlement Protection clause.

Suggested wording:

Council and Wai Hononga shall not make decisions that diminish, undermine, frustrate or materially prejudice Treaty settlement legislation, statutory acknowledgements, deeds of recognition, cultural redress arrangements, co-governance arrangements or recognised settlement commitments.

Where potential risks are identified, the matter should automatically be classified as High Māori Significance.

Recommendation 7: Recognise Māori Data Sovereignty

The policy should expressly acknowledge:

- Wai 262 - Ko Aotearoa Tēnei.
- Wai 2522 - Trade Agreements and Data Sovereignty Inquiry.
- Te Mana Raraunga Principles.

Council and Wai Hononga decision-making increasingly relies upon:

- spatial data;
- GIS systems;
- environmental monitoring;
- cultural mapping;
- records management;
- digital platforms; and
- information sharing.
- water services asset, network, service level and environmental effects data.

These systems contain information relating to Māori communities, taonga, wāhi tapu, mātauranga Māori and environmental values.

Council and Wai Hononga should therefore commit to:

- protecting culturally sensitive information;
- developing governance protocols;
- recognising Māori interests in data;
- applying Māori Data Sovereignty principles where appropriate.

Recommendation 8: Strengthen Participation Beyond Consultation

Puketapu Hapū submits that consultation should not be the default response.

Consistent with sections 14 and 81 of the Local Government Act, Council should commit to the following, and Wai Hononga should adopt the same or stronger participation standards for water services decisions:

- early relationship-building;
- participation;
- co-design;
- partnership approaches where appropriate;
- governance engagement;
- provision of information; and
- Māori capacity-building.

Engagement should begin during:

- issue identification;
- option development;
- project planning;
- policy development; and
- implementation design.

Not merely once options have already been developed.

Recommendation 9: Governance and Reporting Requirements

All governance reports relating to Moderate, High or Critical Māori Significance matters should include:

- Māori Significance Assessment.
- Identification of affected mana whenua.
- Treaty settlement assessment.
- Māori Data Sovereignty assessment.
- Engagement undertaken.
- Risks to Māori interests.
- Recommended mitigation measures.

This should become a standard reporting requirement across Council and Wai Hononga decision-making.

Recommendation 10: Develop a Treaty and Hapū Impact Assessment Framework

Puketapu Hapū recommends that Council and Wai Hononga establish a shared or aligned formal decision assessment framework to evaluate:

- Treaty impacts;
- settlement impacts;
- rangatiratanga impacts;
- environmental impacts;
- Māori Data Sovereignty impacts;
- participation impacts; and
- cultural impacts.

This work is already identified as a priority framework within Te Ara Whakamua.

Recommendation 11: Align the NPDC and Wai Hononga Policies for Consistency

Puketapu Hapū submits that the NPDC Significance and Engagement Policy and the Wai Hononga Significance and Engagement Policy must be consistent, complementary and mutually reinforcing. Although the two policies arise under different legislative frameworks and apply to different decision-makers, both policies affect the same communities, mana whenua, waterways, infrastructure systems, receiving environments and intergenerational interests.

This consistency is particularly important because Wai Hononga will provide drinking water and wastewater services for the New Plymouth District from 1 July 2027. Decisions about water services, wastewater networks, infrastructure investment, service levels, environmental effects, affordability and future water services strategies will directly affect mana whenua relationships with wai, whenua, mahinga kai, coastal environments, taonga species, wāhi tapu, cultural landscapes and Treaty settlement interests.

Puketapu Hapū therefore recommends that NPDC and Wai Hononga adopt a shared Treaty-responsive approach to significance and engagement, including consistent definitions, thresholds, Māori significance criteria, automatic High Māori Significance triggers, mana whenua engagement expectations, Māori Data Sovereignty protections and governance reporting requirements.

At a minimum, Wai Hononga should not adopt a lower standard of recognition, participation, assessment or protection than NPDC. Where water services decisions may affect mana whenua rights, interests, taonga, settlement commitments, or culturally sensitive information, the matter should be assessed as Māori Significance and escalated where appropriate through the same or stronger pathways as those recommended for NPDC.

Suggested Policy Alignment Clause

NPDC and Wai Hononga will apply a consistent Treaty-responsive approach to the assessment of significance and engagement where decisions may affect mana whenua rights, interests, taonga, Treaty settlement commitments, water services, wastewater services, waterways, receiving environments, or Māori data. Wai Hononga will recognise mana whenua as rights holders and will ensure that its decision-making processes provide for early, meaningful and ongoing Māori participation, including where appropriate through co-design, partnership, governance engagement and Māori capacity-building.

Conclusion

Puketapu Hapū supports the intent of the Draft NPDC Significance and Engagement Policy and the Wai Hononga Draft Significance and Engagement Policy. However, as currently drafted, both policies require strengthening to adequately reflect the scale of Council's and Wai Hononga's Treaty, settlement, statutory, water services and relationship obligations.

Both policies should move beyond traditional engagement frameworks and become stronger Treaty-responsive decision-making frameworks that:

- recognise mana whenua as rights holders;
- protect Treaty settlement commitments;
- support rangatiratanga and kaitiakitanga;
- embed Māori participation;
- recognise Māori Data Sovereignty;
- establish a Māori Significance Assessment framework; and
- ensure Māori interests are assessed independently from Nga1general community significance.

Puketapu Hapū respectfully requests that Council and Wai Hononga adopt the recommendations contained in this submission and work collaboratively with mana whenua to strengthen both final policies before adoption.

Submitted by:

Ngā Kaitiaki o Puketapu Hapū Trust

Contact:

Kelly [REDACTED]

General Manager

Ngā Kaitiaki o Puketapu Hapū Trust

[REDACTED]

Submission topic:

Draft NPDC Significance and Engagement Policy 2026 and Wai Hononga Draft Significance and Engagement Policy 2026

Date:

30 September 2026

**New Plymouth District Council and Wai Hononga Water Services Limited
Proposed Significance and Engagement Policies**

THT/2026/30

ECM 9880072

Presented by Renee Davies (Manager Strategic Planning) and Mark Hall (Strategic and Te Tiriti Partnership Director)

To provide Te Huinga Taumatua with an overview of the proposed Significance and Engagement Policies for New Plymouth District Council (NPDC) and Wai Hononga Water Services Limited (Wai Hononga), and to seek feedback during the public consultation period. The feedback received from Te Huinga Taumatua will be considered alongside all other submissions received through the consultation process.

Te Huinga Taumatua Resolution

Mr White)

Mr Baker)

That, having considered all matters raised in the report, Te Huinga Taumatua provide the following feedback;

- a) NPDC Significance and Engagement Policy feedback:
 - i) Ensure opportunities for efficiency are adopted, being mindful of engagement fatigue and Iwi, Hapu and PSGE resourcing requirements for engagement.
 - ii) Implement opportunities for early engagement with Iwi, Hapu and Marae that allows for meaningful outcomes.
 - iii) Acknowledge the strength of the "Contribution to decision making processes by Maori".
- b) Wai Hononga Significance and Engagement Policy feedback:
 - i) Ensure opportunities for efficiency are adopted, being mindful of engagement fatigue and Iwi, Hapu and PSGE resourcing requirements for engagement.
 - ii) Implement opportunities for early engagement with Iwi, Hapu and Marae that allows for meaningful outcomes.
 - iii) Acknowledge the strength of the "Contribution to decision making processes by Maori".

Carried

Ngā Kaitiaki meeting 23 September 2026

Comments relating to the Significance and Engagement Policy

Significance Assessment

- Questions about how statutory obligations to Māori are considered when determining significance.
- Feedback highlighted the need for greater clarity around how significance assessments are made, particularly given concerns that Council and Wai Hononga will be responsible for making these assessments. This included:
 - What information is used to inform decisions.
 - What guidance is available to officers undertaking assessments.
 - What safeguards exist where matters are assessed as having low significance.
 - Recognition that what is considered significant to iwi, hapū or mana whenua may differ from what is considered significant to others.
- There was discussion about the value of undertaking preliminary engagement with iwi and hapū to help inform significance criteria and assessments.
- Questions about whether there is an existing register of Māori interests that could assist with significance assessments - Renee to pull out previous Māori interest framework.
- A suggestion was made to consider weighting within the significance table.

Some Responses Provided

- Some matters may benefit from a collaborative engagement approach between NPDC and Wai Hononga, rather than separate engagement processes.
- NPDC and Wai Hononga acknowledges the importance of recognising the limited capacity of iwi and hapū and avoiding consultation fatigue
- It was noted that officers would be expected to engage with the Iwi Relationship Team on matters that may affect mana whenua, iwi or hapū interests, rather than making assessments in isolation.
- It was clarified that the Significance and Engagement Policy does not replace engagement requirements or commitments under other legislative processes.

Recognition of Mana Whenua, Iwi and Hapū Interests

- Concerns were raised that the policy adopts a largely "one-size-fits-all" approach and does not sufficiently recognise the unique relationship between iwi, hapū and the taiao.
- Ngā Kaitiaki noted that:
 - The policy does not adequately distinguish mana whenua interests from those of general stakeholders.

- Māori interests are not referenced until later in the document despite the partnership relationship.
- The language could more clearly reflect principles of partnership.
- Cultural significance risks being diluted within a broader significance framework.
- There is an absence of references to the taiao and environmental considerations, with the policy appearing more focused on community interests.
- There was discussion about the need for a clearer distinction between significance and cultural significance. Consideration was also suggested for the development of a cultural significance framework to support significance assessments.
- Ngā Kaitiaki were relatively comfortable with the wording in the Wai Hononga section relating to *"Contribution to Decision-Making Processes by Mana Whenua, Hapū and Iwi"*. There was a view that the equivalent wording in the NPDC policy could be strengthened.

Accountability and Feedback Processes

- Questions were raised about how feedback received through consultation would influence changes to the policy.
- Ngā Kaitiaki noted the importance of reporting back to iwi and hapū on feedback received and providing visibility of how submissions were considered and responded to.
- The review process for the policies was also discussed, including whether there would be opportunities to revisit the policies if it proves ineffective or insufficient.

- **A clear process for identifying and engaging directly with affected hapū.**
- **Recognition that hapū determine significance from a cultural perspective, not solely the council or board.**
- **Mandatory Cultural Impact Assessments for significant water and infrastructure projects.**
- **Early engagement requirements before options are developed.**
- **Defined shared decision-making mechanisms for matters affecting taonga, wai, and wāhi tapu.**
- **Monitoring and reporting back to hapū on how feedback has been incorporated.**
- **Recognition that consultation does not replace partnership under Te Tiriti o Waitangi.**

“Submission – Wai Hononga Draft Significance and Engagement Policy”

Name: Theresa [REDACTED]
[REDACTED]

I partially support the proposed Significance and Engagement Policy, and I make the following recommendations for changes.

Clause 4. Contribution to Decision-making Processes by Mana Whenua, Hapu, and Iwi – Page 5&6

I would like Clause 4 removed in its entirety for the following reasons.

1. The Water Service Company is to provide water and wastewater to its consumers. The draft significance and engagement policy is a policy to set out how to engage with the community on decisions. This clause specifically considers Mana Whenua, Hapu and Iwi and Māori community interests, cultural beliefs over and above all other non-Māori interests and beliefs. It is saying their cultural beliefs are superior to all other cultural beliefs.
2. The Water Service Company is here to service water consumers. This clause is divisive; it separates and differentiates water consumers on grounds of race.
3. There is a financial cost to Engagement and Decision-making. This clause burdens Water consumers to financial pay for specific engagement with Mana Whenua, Hapu, and Iwi to practice their culture and spiritual beliefs of Water. Thereby oppressing water consumers both financially and culturally.
4. In reference to clause 4.1. which says, “working in partnership with mana whenua, hapu and iwi”. I do not support any form of partnership (co-governance) with mana whenua, hapu, and iwi. The Water Services Company is one company, one governance for all water consumers.
5. Water consumers should not be put in a position of Cultural Imposition where this policy is forcing water consumers to adopt the values and beliefs of mana whenua, hapu, and iwi.
6. Water consumers should not be put in a position to financial support and uphold any culture to practice their cultural beliefs and at the personal expense of their own cultural beliefs.

Clause 4, Section 4.1 the 3rd bullet point reads:

“Supporting mana whenua, hapū and iwi to uphold their tikanga, rangatiratanga, kaitiakitanga, mana motuhake and mana whakahaere aspirations through collaboration, co-design, resourcing and shared decision-making in matters relating to te taiao, with their kaitiaki responsibilities.”

In reference to above.

I would like to request if a clause in a policy includes Māori words an English translation of this clause is added, so water consumers and ratepayers understand what these Māori words mean.

Table 1 – Determining the degree of Significance. - Indicative Level of Consultation – Page 9&10

- I would like criteria 4. *Level of impact on mana whenua, hapu and iwi values and interests* removed for the following reasons.

1. Mana whenua, hapu, and iwi are consumers and ratepayers too. Consumers and ratepayers should be inclusive that is we should not be segregated or discriminated on our values and interests. All consumers and ratepayers' values and interests should be considered and valued irrespective of ethnicity.
 2. *Criteria 3. Level of public impact and/or interest now or in the past* – As Mana whenua, hapu and iwi are also the public criteria 3 adequately covers any impact and/or interests for mana whenua, hapu, and iwi.
- I would like to see a further criterion added on how the public will be engaged with on Debt. Given the new water regulations the Government has set, and we have been told the current water infrastructure is aged the Water Services Company is mostly likely need to take on a significant amount of debt to cover these costs. The interest cost is likely to be significant for water consumers.
 - I would like to see a further criterion added for the impact on Water Consumers (Water and Wastewater Consumers) such as "Level of impact on water consumers interests". Water consumers are the ones directly affected (including financially affected) by any decision made by the Water Services Company.

Clause 6. Consideration of Engagement and Consultation.

I would like added to the policy a clause not only about engagement and consultation with ratepayers and consumers but the outcome of this engagement and consultation. That is, to report annually to ratepayers and water consumers, on engagement activities and how feedback, from ratepayers and consumers, has informed decision making.

Clause 6.6 Community Expectations.

- There are several types of groups of people the Water Company wants to reach out to. I would like a bullet point added to include involvement with Water Consumers.

9. Appendix 1 – Page 14

Clause 9.1 – Wai Hononga will undertake engagement in a way that meets the following principles.

As mana whenua, hapu and iwi is also Water Consumers, Ratepayers and Public, I would like to see the Principle - 'Commitment to mana whenua, hapu and iwi' replaced with:

Principle: 'Commitment to Water Consumer, Ratepayers and Public.

What this means: 'Wai Hononga will make sure processes are in place when engaging with Water Consumers, Ratepayers and Public.'

Clause 9.4 - When Engagement May Not Occur – Page 14-15

- I would like to see complex financial or commercial arrangements removed from clause 9.4.1. Complex financial or commercial arrangements may be more likely to have a high impact on costs or debt which in turn impacts on water consumers and ratepayers. Just because arrangements are complex does not mean they automatically contain sensitive financial information or would prejudice a competitive tender process. Nor does it mean water consumers and ratepayers will not understand the complexity of such arrangements. Complexity is not a reason to exclude Engagement. Complex arrangements may involve

public-private partnerships, which water consumers and ratepayers, may need to know more about.

10. Appendix 2 –Type of Engagement - Page 16

Under “Examples of communication and engagements tools” I would like to see included ‘By post’ and ‘By Email’. The reason for this is Water Consumers regularly receive a Water Bill either by post or email. Inclusion of either a leaflet or in a text box on the Water Bill (which can be change within the billing IT system), information or notification can be provided on current engagements. I would see this as a more economical and efficient way of reaching out to a larger number of people.

28th September 2026

Wai Hononga Water Company - Submission for the Significance and Engagement Policy – from New Plymouth District Ratepayers Alliance.

We have asked our lawyers for a legal review of the draft Significance and Engagement policy for the Wai Hononga Water Company, as we know this document has legal significance.

We wanted to make sure there were no surprises for the community with any wording and we also wanted to make sure that all aspects that needed to be considered had been included.

We have concerns in some areas which we would like the Elected Officials to consider when making a final decision on this document.

- 1. One clause in particular in the Mana Whenua engagement wording, could cause a legal risk with the ability to challenge the Water Company's decisions, which would then add a layer of unexpected legal costs, and risks, for the NPDC Ratepayers and Water Company consumers.**

The wording we refer to is, Section 4.1 and the 3rd bullet point:

“Supporting mana whenua, hapū and iwi to uphold their tikanga, rangatiratanga, kaitiakitanga, mana motuhake and mana whakahaere aspirations through collaboration, co-design, resourcing and shared decision-making in matters relating to te taiao, with their kaitiaki responsibilities”.

The practical effect of this wording is that it makes a normative commitment for the Water Company to engage in “co-design with environmental matters”. In some cases, this could have legal standing for Manau Whenua to challenge the legality of the Water Company's decisions.

This provision establishes a real expectation of Maori involvement extending beyond ordinary consultation, with an ability to legally challenge the decisions being taken by the Water Company.

The NPDC, as the only Shareholder of the Water Company, could be affected by legal challenges with unexpected legal costs. This could expose the NPDC, through rates income, to have to provide additional budget for Water Company legal costs. This also exposes Water Consumers, to additional costs of providing water services.

The Ratepayer's Alliance has concerns that any form of co-governance, co-partnership or co design, is NOT a requirement of NZ legislation, and by having added these legal clauses to the Statement of Expectations, and this Significance and Engagement document, the NPDC has been exposed to a risk it does not have to take, by law.

The law specifies a consultation and collaboration format with Mana Whenua, not a co-governance model which could include legally challenges.

We would ask that this potential for increased risk, and associated costs, with possible legal challenges against the Water Company, through these clauses, be removed from these documents, to remove this element of risk for water consumers and ratepayers.

If this clause was to remain in the significance and engagement policy, we would ask that an English translation of this clause is added, so local water users have an understanding of the Maori words. Only a small percentage of the New Plymouth Community understand what the words in this clause mean, so have no understanding of what the Water Company may have to deliver with this commitment. The majority of water users also do not understand what impact these commitments may have on additional costs of water supply.

2. Clause 6.6 covers Community Expectations.

We would like to raise several issues with this.

a) Council has identified 11 bullet points that to them identify "the community" affected by this policy.

There is talk of reaching people, involving people and 10 types of "groups" of people.

We do not see the people who will pay for the Water Company to operate mentioned. We would like to see a bullet point added – "Reaching the people who pay the bills, water consumers".

The Water Company will be heavily reliant on the people who receive the invoices to pay for the existence of the Water Company, and we feel strongly this group of people must be identified in this list of bullet points.

b) The Statement of Expectations has wording in section 21. b. iii with the Relationship with the New Plymouth District Community which is not included in this draft Significance and Engagement policy.

This wording is in the Wai Hononga Statement of Expectations Document:

“Reporting annually, at an appropriate level of detail, on engagement activities and how feedback has informed decision making”.

We would request this detail in the SOE is built into the wording of the Significance and Engagement policy, acknowledging that annual reporting to the Community is a requirement.

3. We would like to request an addition to Table 1: Determining the degree of significance – The Indicative Level of Consultation boxes.

These boxes include under No 5. A Net financial cost/revenue of implementation category – with categories of medium to low, high to medium, or a considerable impact.

Given that the NPDC in a period of 20 years increased debt levels of the NPDC from \$12M to \$400M, with very few ratepayers or members of the public being aware of these increases, until around the \$350M mark, and that the Water Company is expected to need to take on a reasonably significant amount of debt, we would request that a box is added in relation to engaging about debt levels.

We would ask that major new borrowing, or material increases in debt exposure, should be expressly included as a significance criteria, so that major financing decisions are considered in their own right rather than only through their effects on capital or operating expenditure.

The people who will be paying for the Water Company to operate deserve to be informed about the debt levels they are responsible for, as a separate item, and particularly if, or where, this impact will be “high” or “considerable”.

4. In Clause 9.4 Where engagement May Not Occur, we have an issue with the last Bullet Point “Complex Financial or commercial arrangements”.

We completely understand the need for commercially sensitive contracts – also listed as a bullet point in this section, but complex arrangements are just of a complex nature, not something that is automatically sensitive or that needs to be protected from public view.

We would understand not wanting to include information that could prejudice a competitive tender process, or we may understand excluding a high amount of technical detail, but specifically excluding complex arrangements as a general rule, concerns us about the transparency of hidden agreements and arrangements that are not commercially sensitive.

We also note this is not a common clause in other Councils Significance and Engagement policies, so question why this is included in the Wai Hononga Water Company policy.

Any complex financial or commercial arrangements are in fact more likely to have a high impact on costs or debt, which will impact consumers and ratepayers, so we feel this should not be a criteria which is automatically excluded for engagement, just because it is complex.

We would also be wary that any arrangement to enter into a partnership for the operation of the Water Company is likely to be complex, but the public should not be excluded from being aware of this type of detail, as it would be a significant change to how the Water Company operates.

Again, the ratepayers and consumers pay for the Water Company to operate, and deserve to be aware of what complex, non commercially sensitive, business arrangements are being entered in to.

We would like to speak to our submission please.

Thank you for the opportunity to comment.
New Plymouth District Ratepayers Alliance Team.

Contact Person:
Kevin Moratti
Chairman
ratepayersnp@gmail.com

From: Annette [REDACTED]
Sent: Thursday, October 1, 2026 10:28 AM
To: Levi Rona [REDACTED]
Subject: Re: Wai Hononga - Significance and Engagement Policy

[EXTERNAL EMAIL] CAUTION: This email is from an external sender. To minimise cyber security risks, do not click on any links or open any attachments unless you are certain that the sender is legitimate. Please note that no legitimate sender will ever ask you for password details.

Aroha mai Levi

[REDACTED]
[REDACTED]

It was a great Kōrero at the Ngā Kaitiaki hui and I think your team left with some great feedback from those present. I tautoko the submission from Puketapu Hapū.

Nāku rā,

Annette [REDACTED]

Pou Taiao Matua

From: sharron [REDACTED]
Sent: Thursday, 24 September 2026 1:05 pm
To: Renee [REDACTED]
Subject: thoughts on Draft Significance & Engagement Policy

[EXTERNAL EMAIL] CAUTION: This email is from an external sender. To minimise cyber security risks, do not click on any links or open any attachments unless you are certain that the sender is legitimate. Please note that no legitimate sender will ever ask you for password details.

Kia ora Renee

attached is rough concept to include collaborative Treaty Partnership at the beginning of engagement.

Some wording in the **Purpose** to reflect this as well otherwise mana whenua have become a drop box.

The wording down right of page - to read : iwi and hapu would be guided by mana whenua in regards to our priorities through hapu representatives who sit at the Nga Kaitiaki Roopu table - or something to that effect.

Nga mihi

Sharron

[REDACTED]

Decision Report

Delegations Policy Review

To	Wai Hononga Water Services Limited Board
From	Joy Buckingham, Finance Transition Workstream Lead
Approved	Brent Manning, Chief Executive
Date	9 October 2026

Purpose

The purpose of this paper is to seek Board approval to targeted amendments to the Delegation to Chief Executive Policy to provide greater operational flexibility now that a permanent Chief Executive is in place.

Recommendations

1. That the Board approve the amended Delegations policy (attached as attachment A) with an effective adoption of the amended policy being 9 November 2026.
-

Background

2. The current delegation framework was established during the Wai Hononga establishment phase and reflected the interim organisational arrangements that existed at that time.
 3. With the appointment of a permanent Chief Executive and progression of organisational establishment activities, it is appropriate to review the policy to ensure it remains fit for purpose and supports efficient decision-making.
 4. On 8 October 2026 the Audit, Finance and Risk Committee considered the recommended changes to the policy and made further amendments as shown in the marked-up policy attached at Attachment A, with a clean version for ease of review included as Attachment B.
-

Discussion

Key changes to Policy

5. The proposed amendments have been prepared following operational review of the existing policy and consideration of the organisational requirements associated with the appointment of a permanent Chief Executive.
6. The proposed amendments were presented to the Audit, Finance and Risk Committee on 8 October 2026 and are intended to:
 - 6.1 provide greater flexibility for the Chief Executive to manage operational activities and organisational resources (by increasing some financial limits);
 - 6.2 enable the Chief Executive to sub-delegate specified powers and responsibilities to appropriate members of the executive leadership team and other employees;
 - 6.3 clarify the scope and operation of delegated authority; and

- 6.4 improve alignment between authority, accountability, and day-to-day operational decision-making.
- 7. Importantly, while the policy introduces the ability to sub-delegate certain powers, the Chief Executive remains accountable to the Board for the exercise of all delegated authority, including authority exercised under any approved sub-delegation.
- 8. The proposed amendments have been prepared following operational review of the existing policy and consideration of the organisational requirements associated with the appointment of a permanent Chief Executive.
- 9. Further changes requested by the Audit, Finance and Risk Committee have been incorporated into the updated policy and are tracked in Attachment A for ease of review.

Benefits

- 10. The proposed changes will:
 - 10.1 support timely and efficient decision-making;
 - 10.2 reduce administrative bottlenecks as the organisation grows;
 - 10.3 enable decisions to be made at the appropriate organisational level; and
 - 10.4 align the delegation framework with normal governance and management practice for organisations of Wai Hononga scale and complexity.

Financial and Risk Implications

- 11. The proposed amendments are not expected to have any direct financial implications.
- 12. Appropriate governance oversight is maintained through the continued accountability of the Chief Executive to the Board for all delegated and sub-delegated authority.

Next steps

- 13. Subject to Board approval, the policy will be implemented with effect from 9 November 2022.

Attachments

Item	Title
A	Amended Delegations Policy – Tracked changes
B	Amended Delegations Policy – Clean



Delegations Policy

Location of Controlled Copies:	Electronic version is the only Controlled copy (ECM)
Approved By:	
Current version revision date:	V2.1;
Review frequency:	Annually
Next review:	

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1. Purpose

1.1. This Policy sets out the functions, duties and powers the Board delegates to the Chief Executive (CE) of Wai Hononga Water Services Limited (Wai Hononga) consistent with:

- the Local Government (Water Services) Act 2025
- the Companies Act 1993
- the Local Government Act 2002

2. Scope

2.1. This Policy applies to the delegation of functions, duties and powers to the CE of Wai Hononga.

3. Policy Requirements

3.1. Delegation to the Chief Executive

3.1.1. The CE is responsible for the day-to-day management of Wai Hononga, and as such the board delegate the ability to exercise operational authorities. Details of these delegations are in Part 1 Financial delegations and Part 2 Non-financial delegations.

3.2. Exercise of delegation

3.2.1. Delegations of authority must always be exercised subject to and in accordance with:

- Legislation and regulations;
- Wai Hononga policies and procedures;
- Consideration of New Plymouth District Council (NPDC) policies and procedures where it impacts on consolidation of financial statements or audit requirements;
- Any specific provisions included within the Transitional Services Agreement between NPDC and Wai Hononga;
- Any limits and requirements associated with specific delegated authorities.

3.2.2. Where specific policies have not been approved by Wai Hononga, reference should be made to equivalent policy provision for New Plymouth District Council.

3.2.3. Where approval by the Board, the Chair or Committee Chair is required, the CE may obtain this via email with subsequent inclusion for information at the next Board Meeting.

3.3. Acting

3.3.1. During periods where the CE is absent, their delegated functions, duties and powers may be exercised by any employee who the Board has appointed as an Acting CE, or to whom the CE has temporarily delegated their functions, duties and powers. [Where the CE makes a temporary delegation under this](#)

clause, the CE must notify the Board in advance of the person appointed to act and the period during which they will exercise those functions, duties and powers.

3.4. Sub-delegation

- 3.4.1. The CE may subdelegate any authority granted under this Policy except where the Board, or legislation, explicitly prohibit sub-delegation. Sub-delegations must be made in writing, clearly specify limits and conditions consistent with this Policy, and be capable of review and audit. Delegates may not further sub-delegate authority unless expressly authorised to do so. Notwithstanding any sub-delegation the CE remains accountable for the exercise of any sub-delegated authority.
- 3.4.2. Where expenditure provides a benefit to the CE, Board approval is required before committing to expenditure or making a decision.
- 3.4.3. The Board retains and exercises all powers and authorities vested in it by law and the Constitution, except to the extent lawfully delegated by the Board under this policy or otherwise by resolution.

4. Financial Controls

4.1. Budget Compliance

- 4.1.1. All expenditure commitments must remain within approved delegated authority and budget authority, and support approved transition and operational readiness activities. Commitments outside approved budget authority require approval at the next level of delegation or Board approval where required.

4.2. Separation of Duties

- 4.2.1. Appropriate separation of duties must be maintained wherever practical, including separation between procurement, approval, payment processing, and reconciliation activities.

4.3. One-Up Approval

- 4.3.1. No person may approve reimbursement of their own expenditure, invoices where they have a direct financial interest, or expenditure involving an actual or perceived conflict of interest. Approval must occur at the next appropriate level of authority [as per the Procurement Policy](#).

4.4. Conflicts of Interest

- 4.4.1. Delegates must disclose actual, potential, or perceived conflicts of interest, not participate in decisions where a conflict exists unless expressly authorised, and comply with the Conflict-of-Interest Policy.



4.5. Splitting of Transactions

- 4.5.1. No expenditure, procurement, or contractual arrangement may be intentionally divided into smaller components to avoid delegated authority thresholds.

4.6. Entry into Contracts

- 4.6.1. A person may only enter into contracts within their delegated authority and approved budget authority, and that support approved establishment or operational readiness activities. Contract values must be assessed on the total value of the commitment, including renewals, extensions, variations, and all related costs.

4.7. Approving Invoices

- 4.7.1. A person may only approve invoices where the expenditure is within their delegated authority, the goods or services have been received, the expenditure is appropriately supported, and the expenditure is budgeted or otherwise approved.

4.8. Emergency Expenditure

- 4.8.1. In situations involving public health risk, service continuity risk, critical infrastructure failure, health and safety risk, significant environmental harm, or emergency operational response requirements, the CE may approve expenditure outside normal delegated thresholds. The CE must notify the Chair as soon as practicable and, where circumstances permit, before exercising this authority, but in all cases no later than 24 hours after the decision is made. Such expenditure must be reported to the Chair as soon as practicable and Any expenditure approved under this clause must be formally reported to the Board at the next available meeting.

5. Approval and Review

- 5.1. This policy will be reviewed annually or earlier if required by:

- Changes to Wai Hononga organisational or governance structure;
- Change in CE;
- Changes to legislation;
- Audit findings.

6. Part One: Financial Delegation Schedule

Table 1: Financial Delegations to the Chief Executive Officer

	Area	Sub-area	Delegation
1.1	Operational expenditure (OPEX)	Budgeted operational expenditure as per Annual Budget and Water Services Strategy	CE up to \$500,000. Over \$500,000 Board approval of the expenditure commitment.
		Unbudgeted operational expenditure prior to approval of an Annual Budget and itemised in Board Finance report	Up to \$50,000 and within overall programme budget managed through cross-workstream reprioritisation
		Domestic travel and accommodation – per trip total	Up to \$5,000
		International Travel – per trip total if included on Board approved International Travel Schedule and within Board specified budget.	Chair or Chair of AFRC.
		Unbudgeted expenditure for implementation of decisions made by the Board, its committees and any further subordinate decision making bodies.	As approved by the Board
		Unbudgeted expenditure in relation to necessary infrastructure in urgent circumstances (see emergency procurement provisions in the Procurement Policy).	Up to \$500,000 – report to the Board within five working days. Over \$500,000 requires Chair and CE approval with immediate reporting to the Board.
		Exemption to Procurement Policy (for capital and operational expenditure)	Up to \$500,000
1.2	Capital expenditure (CAPEX)	Budgeted capital expenditure as per Annual Budget and Water Services Strategy	Up to \$500,000. Over \$500,000 Board approval of the expenditure commitment.
		Unbudgeted capital expenditure prior to approval of an Annual Budget and itemised in Board Finance report.	Up to \$200,000 and within overall programme budget. Over \$200,000 Board approval of the expenditure commitment
1.43	Debtors	Write-off debtor accounts in accordance with the Waiver Policy	With recommendation of a senior Finance team member
		Approve credit notes in accordance with Debtor Management process	With recommendation of a senior member of the Finance team
1.54	Assets	Dispose of Assets (excluding land) – in line with Asset Disposal Policy	Policy Limits
		Dispose of land (Board request should specifically consider Te Tiriti obligations)	Required Board Approval
1.65	Banking	Open or close a bank account.	Remain with the Board

	Area	Sub-area	Delegation
		Open or close bank subaccount held for administrative purposes	With recommendation of a senior Finance team member
		Open or close credit card accounts or term deposits	With recommendation of a senior Finance team member and reported in next Board Finance Report
		Open a short-term lending facility	Remains with the Board
1.76	Treasury	Enter into lending arrangements with Local Government Funding Agency (LGFA) as per Water Services Strategy and Treasury Policy	Policy Limits
		Enter into lending arrangements with other providers	Requires Board approval
		Enter into lending arrangements with NPDC as per Service Level Agreements and Treasury Policy	Policy Limits
		Use interest rate hedging and financial instruments in line with Treasury Management Policy	Policy Limits Include in Board Finance Report
1.87	Tax	Register with IRD for all relevant tax types	Board or approved administrator
		File and pay tax returns	Unlimited
		Pay interest and penalties to IRD	Unlimited and reported in next Board Finance Report.

7. Part Two: Non-financial Delegation Schedule

Table 2: Non-financial Delegations to the Chief Executive Officer

	Area	Sub-area	Delegation
2.1	Agreements	Authority to enter into arrangements and contracts for the supply of goods, services, plant and labour, including execution, variation and termination of all documents, agreements and contracts aside from those required by legislation to be signed by the Board.	Within financial limits, <u>and: Up to a maximum term of 3 years for the CE and their sub delegates to a maximum term of 1 year; and all Service Agreements with NPDC and agreements with a term of more than 3 years remain subject to Board approval.</u>
2.2	Legal	Authority to decide whether to commence or defend any actions before the Court, Tribunal, arbitral panel or other such body, or settle a matter that may otherwise be determined by such a body, unless otherwise specified.	Requires Board approval
		Authority to decide whether to defend a Disputes Tribunal case.	Requires Board approval
2.3	Privacy Act 2020	All functions, powers and duties under the Privacy Act 2020.	As per Privacy Policy
2.4	Employment Matters:	Appointment of staff aligned with standard terms and conditions.	Within Budget.
	Any matters affecting direct reports of the CE must also be approved by the chair of PFC	Code of conduct suspension (with/without pay), other than a striking employee	CE with Chair of People and Safety Committee (PSC)
		Negotiate and execute flexible working provisions	<u>Unlimited</u> Within Policy
		Salary/wage increase or other changes in benefits.	Within Budget
		Lead employment negotiations, within Board agreed parameters, including restructuring.	Negotiation team approved by the Board
		Authorise staff training/attendance at conferences.	Within Budget
		Powers in relation to joining collective bargaining.	CE with Chair of PSC
		Power to suspend striking employees.	CE with Chair of PSC
		Power to suspend non-striking employees during a strike.	CE with Chair of PSC
		Power to employ or engage another person to perform the work of a striking or locked out employee.	CE with Chair of PSC
		Staff functions and events, including team building.	Within Budget

		All powers, duties and functions under the Employment Relations Act.	Unlimited
2.5	Health and Safety	All powers, duties and functions of a PCBU under the Health and Safety at Work Act 2015.	Unlimited
2.6	Statutory	Statutory powers, duties and functions under the following legislation. <ul style="list-style-type: none"> - Water Services Act 2021 - Local Government (Water Services Act) 2025 - Resource Management Act 1991 consents and compliance functions 	Unlimited
2.7	Risk Management	Authority to manage organisational risk in line with the Risk Management Policy and Framework.	Policy Limits
2.8	LGOIMA	Authority to respond to requests made under the Local Government Official Information and Meetings Act 1987.	Unlimited
2.9	Media Statements	Authority to engage with and release information to media where in alignment with the Communication and Media Policy.	CE after advising the Chair



Delegations Policy

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1.5	Banking	Open or close a bank account.	Remain with the Board

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		Enter into lending arrangements with other providers	Requires Board approval
		Enter into lending arrangements with NPDC as per Service Level Agreements and Treasury Policy	Policy Limits
		Use interest rate hedging and financial instruments in line with Treasury Management Policy	Policy Limits Include in Board Finance Report
1.7	Tax	Register with IRD for all relevant tax types	Board or approved administrator
		File and pay tax returns	Unlimited
		Pay interest and penalties to IRD	Unlimited and reported in next Board Finance Report.

7. Part Two: Non-financial Delegation Schedule

Table 2: Non-financial Delegations to the Chief Executive Officer

	Area	Sub-area	Delegation
2.1	Agreements	Authority to enter into arrangements and contracts for the supply of goods, services, plant and labour, including execution, variation and termination of all documents, agreements and contracts aside from those required by legislation to be signed by the Board.	Within financial limits, and: Up to a maximum term of 3 years for the CE and their sub delegates to a maximum term of 1 year; and all Service Agreements with NPDC and agreements with a term of more than 3 years remain subject to Board approval.
2.2	Legal	Authority to decide whether to commence or defend any actions before the Court, Tribunal, arbitral panel or other such body, or settle a matter that may otherwise be determined by such a body, unless otherwise specified.	Requires Board approval
		Authority to decide whether to defend a Disputes Tribunal case.	Requires Board approval
2.3	Privacy Act 2020	All functions, powers and duties under the Privacy Act 2020.	As per Privacy Policy
2.4	Employment Matters:	Appointment of staff aligned with standard terms and conditions.	Within Budget.
	Any matters affecting direct reports of the CE must also be approved by the chair of PFC	Code of conduct suspension (with/without pay), other than a striking employee	CE with Chair of People and Safety Committee (PSC)
		Negotiate and execute flexible working provisions	Within Policy
		Salary/wage increase or other changes in benefits.	Within Budget
		Lead employment negotiations, within Board agreed parameters, including restructuring.	Negotiation team approved by the Board
		Authorise staff training/attendance at conferences.	Within Budget
		Powers in relation to joining collective bargaining.	CE with Chair of PSC
		Power to suspend striking employees.	CE with Chair of PSC
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		Power to employ or engage another person to perform the work of a striking or locked out employee.	CE with Chair of PSC
		Staff functions and events, including team building.	Within Budget

		All powers, duties and functions under the Employment Relations Act.	Unlimited
2.5	Health and Safety	All powers, duties and functions of a PCBU under the Health and Safety at Work Act 2015.	Unlimited
2.6	Statutory	Statutory powers, duties and functions under the following legislation. <ul style="list-style-type: none"> - Water Services Act 2021 - Local Government (Water Services Act) 2025 - Resource Management Act 1991 consents and compliance functions 	Unlimited
2.7	Risk Management	Authority to manage organisational risk in line with the Risk Management Policy and Framework.	Policy Limits
2.8	LGOIMA	Authority to respond to requests made under the Local Government Official Information and Meetings Act 1987.	Unlimited
2.9	Media Statements	Authority to engage with and release information to media where in alignment with the Communication and Media Policy.	CE after advising the Chair



Resolution to Exclude the Public

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

Item	Public excluded reason	Plain English reason	Potential release
Minutes of the public excluded section of the previous board meeting of 14 September 2026	Section 7(2)(f)(i), (ii), (h), (i) and (j)		Not applicable
Mangati SPS Storage Project (Subject to NPDC response)	Section 7(2)(b)(ii) and 7(2)(i)	The report contains commercially sensitive tender information. Release before contract award could prejudice tenderers' commercial positions and disadvantage the Council's negotiations. These risks outweigh the public interest in disclosure at this stage.	January 2027
Urenui and Onaero Project context papers	Section 7(2)(b)	This report contains financial information relating to commercial contracts	Can be released publicly when the commercial contracts are complete.
Stormwater position and next steps	Section 7(2)(i)	The report contains advice to support Board consideration of future stormwater service arrangements and ongoing contractual discussions between Wai Hononga and New Plymouth District Council. While the report may be shared with relevant parties as part of those discussions, public release at this stage could prejudice the ability of the parties to negotiate and finalise the relevant arrangements	Not applicable
People, Organisation and Resourcing Report	Section 7(2)(a) and 7(2)(i)	The report contains personal information about employees, contractors and secondees, and discusses ongoing recruitment and resourcing decisions. Releasing this information would	Not applicable

		unreasonably intrude on individual privacy and could prejudice Wai Hononga's ability to conduct employment and recruitment processes effectively.	
Organisational Design Memo and Design	Section 7(2)(h), (i)	The paper contains information about the proposed organisational design for Wai Hononga including workforce structure, resource requirements and operating model. Releasing this information before decisions are finalised could disadvantage Wai Hononga in recruitment, negotiations or implementation activities.	Not applicable
Due Diligence update	Section 7(2)(g) and (h)	The report and register contain confidential legal advice and commercially sensitive information about due diligence matters that are still being worked through. Releasing this information now could undermine legal privilege and prejudice the organisation's commercial position	The information may be considered for release when the due diligence actions are complete, subject to any continuing grounds for withholding legally privileged or commercially sensitive material.
Draft IEA Template	Section 7(2) (i) and (g)	Disclosure prejudicing the negotiating position of Wai Hononga and Legal Professional Privilege	Indefinite