

# WaterCo1 Limited Board of Directors

BOARD PACK

for

WaterCo1 Limited Board Meeting

Tuesday, 17 March 2026

11:00 am (NZDT)

Held at:

TSB Stadium

1 Rogan Street, Welbourn, New Plymouth 4310

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# WaterCo1 Limited Board Meeting Agenda | Rārangī Take

|                        |                            |
|------------------------|----------------------------|
| <b>Venue</b>           | Taranaki (TSB) Stadium     |
| <b>Date &amp; Time</b> | 17 March 2026, 11am – 3 pm |

| <b>Meeting administration</b>                         |  | <b>Spokesperson</b>    | <b>Action sought</b> | <b>Supporting Material</b> |
|---|--|------------------------|----------------------|----------------------------|
| 1.  | Opening Karakia                                  | Kim Skelton            |                      | Verbal                     |
| 2.  | Directors and Senior Management Interests        | Michael Sage           | For noting           | Interests Register         |
| <b>Items for information, discussion and approval</b> |  |                        |                      |                            |
| 3.  | Chief Executive’s Report                         | Neil Holdom            | For noting           | Report                     |
| 4.  | Proactive release of LGOIMA                      | Neil Holdom            | For approval         | Verbal                     |
| 5.  | Establishment of Board Committees                | Michael Sage           | For approval         | Report                     |
| 6.  | Establishment Plan                               | Helen Gray             | For noting           | Report                     |
| 7.  | Approach to development of Core Company Policies | Nicolette West         | For noting           | Report                     |
| 8.  | Banking & Lending Options                        | Courtney Crowther      | For approval         | Report                     |
| 9.  | Communications & Engagement Plan                 | Yin Shan Welton        | For noting           | Report                     |
| 10.   | Te Tiriti Partners Engagement Strategy           | Mark Hall              | For noting           | Report                     |
| 11.   | Company Name                                     | Neil Holdom            | For approval         | Report                     |
| 12.   | Regulatory Roadmap                               | Mark Hall, Neil Holdom | For noting           | Verbal                     |
| 13.   | Risk Register                                    | Helen Gray             | For noting           | Report                     |

*The following items are confidential and subject to Part 2 of the Local Government Official Information and Meetings Act 1987.*

| <b>Items for information, discussion and approval</b> |   |                                       |              |        |
|---|---|---------------------------------------|--------------|--------|
| 14.   | People & HR Update                        | Carol Malpas                          | For noting   | Report |
| 15.   | WSCCO Functional Design                   | Mark Hall, Carol Malpas & Pete George | For feedback | Report |
| 16.   | Universal Water Metering & Billing Update | Courtney Crowther                     | For noting   | Verbal |
| 17.   | Stormwater Update                         | Mark Hall                             | For noting   | Verbal |

|     |                 |             |  |        |
|-----|-----------------|-------------|--|--------|
| 18. | Closing Karakia | Kim Skelton |  | Verbal |
|-----|-----------------|-------------|--|--------|

# 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*



# Interests Register

## WaterCo1 Limited Board of Directors

As of: 17 Mar 2026

| Person                  | Organisation                              | Active Interests                                    | Notice Date |
|-------------------------|---|---|-------------|
| <b>Joshua Hitchcock</b> | 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 |
| <b>Kim Skelton</b>      | Solas Consulting Ltd                      | Director and shareholder                            | 30 Jan 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 Ohu Kaimoana Maori Trustee Limited     | Alternate Director                                  | 30 Jan 2026 |
|                         | Te Rau o Rongo Charitable Trust           | Chair   | 30 Jan 2026 |

|                      |   |  |             |
|----------------------|---|--|-------------|
| <b>Michael Sage</b>  | Gisborne District Council<br>Water Services Committee | Independent Member   | 2 Feb 2026  |
|                      | Misaco Limited  | Director   | 2 Feb 2026  |
|                      | Northland Waters<br>Establishment Group               | Member   | 2 Feb 2026  |
|                      | Simpson Grierson                                      | Former Partner   | 2 Feb 2026  |
| <b>Onno Mulder</b>   | Citycare Limited                                      | Ex CEO - Resigned Nov 2020   | 2 Feb 2026  |
|                      | EA Networks   | CEO  | 29 Jan 2026 |
|                      | Mulder Consultants                                    | Director and shareholder   | 29 Jan 2026 |
|                      | VFM Family Trust                                      | Family Trust   | 2 Feb 2026  |
| <b>Sara Brownlie</b> | 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<br>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<br>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   | 2 Feb 2026  |
|                      | REANNZ  | Director of Crown Entity providing fibre network and compute services                    | 2 Feb 2026  |
|                      | Tiaki Wai   | Part-time contract financial advisor to Wellington region water services<br>entity       | 2 Feb 2026  |
|                      | Treasury, Public Service<br>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<br>2020-2025            | 2 Feb 2026  |

# WaterCo1 CEO's Report to the Board 17 March 2026

**Date:** 17 March 2026 | **Reporting period:** Four months to 28 February 2026

## 1) Executive Summary

**Overall establishment status: Amber.** Strong progress with incorporation, governance appointments, and transition arrangements; remaining amber drivers are sign-off of the Te Tiriti Partners Engagement Strategy and timely onboarding of additional capability (legal, Project Management, technical) to deliver the establishment plan at pace.

### Key milestones achieved:

- Governance appointments (Chair and four independent directors) confirmed by NPDC.
- WSDP accepted by DIA (water & wastewater) with a recommendation to monitor charging/billing arrangements during implementation.
- Constitution approved by NPDC; Statement of Expectations (SOE) development underway.
- Transitional Services Agreement (TSA) finalised and signed; provides corporate services, parent guarantees, and banking/financial support to ensure solvency during early establishment.
- Constitution approved by NPDC; Statement of Expectations (SOE) development underway.
- Company incorporated (interim name "WaterCo1").
- Immediate decision sought: Approve proactive publication of completed LGOIMA responses to promote transparency and trust.

## 2) Decisions & Actions Required in this meeting

1. Decision - Transparency: Approve proactive publication of all completed LGOIMA responses on NPDC's LWDW web page, transitioning to WaterCo1's website once live. *Rationale:* strengthens public confidence and reduces repeat queries.
2. Decision – Board Committees: Establishment of Audit, Finance and Risk Committee. Establishment of People and Safety Committee. Develop appropriate Terms of Reference. *Rationale:* reflects good governance practice and allocates committee roles to subject matter experts.
3. Decision – Banking and Lending: Assess funding options and confirm TSA arrangements with NPDC as prudent short-term approach while exploring LGFA options. *Rationale:* TSA arrangement with NPDC delivers lowest

borrowing costs while LGFA option provides early pathway to financial independence.

4. Decision – Company name: Adopt Wai Hononga Water Services Limited as permanent name and commence brand development. *Rationale:* Permanent name reflects Company commitment to Te Tiriti partnerships and allows for brand development and related works to proceed.
5. Feedback - DIA recommendation: Note DIA’s acceptance of WSDPs and its recommendation to monitor charging/billing arrangements; provide guidance on governance expectations for management’s implementation plan (policy, systems, and stakeholder engagement) through development of the draft Water Services Strategy July to December 2026.
6. Feedback - Establishment capacity: Note amber drivers and provide guidance on prioritisation of additional legal, project management, and technical advisory capacity being procured via targeted RFQ.
7. Feedback - Establishment Plan: Note updates to the Establishment Plan plus new SharePoint format developed to improve reporting clarity and ease of updates.
8. Feedback – Te Tiriti Partners Engagement Strategy: Note work undertaken to date and the recommended approach. Provide feedback on board involvement in refinement and implementation.
9. Feedback - People and HR: Note work undertaken to date and related requirements along with the interdependencies between HR arrangements, the transfer agreement and WSCCO Functional Design. Public excluded as report contains confidential information related to employees.
10. Feedback – WSCCO Functional Design: Review functional design approach, options and implications and note the interdependencies between this workstream, the People and HR workstream and the Water Services Strategy. Public excluded as report contains confidential information related to employees.
11. Feedback – Regulatory Roadmap: Note work undertaken to date including confirmation of the Commerce Commission’s Water Information Disclosure regime and discuss options for collaboration with other Water Organisations.
12. Noting – Approach to developing core Company policies.
13. Noting – Communications and Engagement Plan.
14. Noting - Risk Register.
15. Noting - Universal Water Metering and Billing update. Public excluded as briefing contains commercially sensitive information.

16. Noting – Stormwater discussions with NPDC. Public excluded as briefing contains commercially sensitive information.

### 3) Strategic Overview & Current Status

- Regulatory context: NPDC's WSDPs were accepted by DIA; DIA noted that charging/billing mechanisms require ongoing development and recommended active monitoring during implementation. Management will report back on plan, milestones, and resourcing implications.
- Status: Project Amber. Progress is solid (detailed planning, Finance Lead onboarding, risk review), with amber driven by (i) final sign-off of the Te Tiriti Partners Engagement Strategy and (ii) onboarding of additional capacity/capability.

### 4) Key Workstreams

#### 4.1 Governance — *For noting*

- Directors appointed by NPDC: Chair Michael Sage and Directors Kim Skelton, Joshua Hitchcock, Sara Brownlie, Onno Mulder.
- Council Oversight Group established (advisory only; no decision-making powers): Graham Chard (Convenor), David Bublitz, Dinnie Moeahu, John Woodward. Purpose: provide shareholder level support, feedback, and recommendations to Council during establishment.

Planned next steps (management): Confirm Board committee structures and relate work programmes and governance rhythm; map information flows to avoid parallel reporting lines with the Oversight Group (Board ↔ CEO ↔ Council Oversight Group).

#### 4.2 WSDP & Regulatory — *Feedback sought*

- Status: DIA assessment of NPDC's WSDPs confirmed all elements met requirements; monitoring of charging/billing arrangements recommended during implementation.

Proposed management approach for Board guidance:

- Define governance checkpoints for pricing/charging policy development and billing system readiness (captured in Establishment Plan).
- Integrate policy, system procurement/configuration, and customer communications into the Water Services Strategy development project with clear milestones.

#### 4.3 Constitution & SOE — *For noting / feedback*

- Constitution approved (NPDC, unanimous), enabling incorporation. SOE development is underway and will articulate shareholder expectations of WaterCo1.

Next steps: NPDC will consider adoption of the SOE at its 26 March 2026 meeting along with administrative amendments to the Constitution.

#### **4.4 Transitional Services & Commercial Arrangements** — *For noting / feedback*

- TSA finalised and signed (11 Feb 2026): sets out NPDC corporate services support through to 30 June 2026, including parent guarantees, banking, and financial arrangements to ensure solvency during establishment.
- Next phase (1 July 2026–30 June 2027 and beyond): Extension of the TSA to be captured in a Transfer Agreement developed as part of the WSDP implementation.

Governance focus: Criticality of service levels, cost allocation, and risk of service interruption; oversight of drafting and approval pathway for the Transfer Agreement.

#### **4.5 Incorporation & Identity** — *For noting*

- Company incorporated (5 Feb 2026) under interim name WaterCo1; permanent name/identity development is underway.

Next steps: Brand and legal name recommendation process (options, checks, and approvals) for Board consideration.

#### **4.6 Programme Delivery, Risk & Resourcing** — *Feedback sought*

- Status: Amber. Progress includes Finance Lead onboarding and full risk review; amber drivers are Te Tiriti Partners Engagement Strategy sign-off and additional capacity/capability onboarding (legal, PM, technical), with a targeted RFQ in flight.

Key risks (current focus):

- Capacity/Capability: Timing risk if specialist resources are not onboarded promptly (legal, PM, technical).
- Stakeholder/Partnerships: Te Tiriti Partners Engagement Strategy awaiting final approval.
- Dependency on NPDC services: Reliance under TSA critical to solvency and delivery in establishment phase.

Management actions: Rapid resourcing via RFQ; lock in TSA service levels and reporting; programme cadence to track milestones and risks.

#### **4.7 LGOIMA & Transparency** — *Decision required*

- Requests received since 31 Oct 2025: Seven total; three substantial (>20 hours each), one minor (discontinued upon clarification). Ombudsman: one preliminary inquiry (no further action expected) and one investigation (no further action expected).
- Recommendation: Approve proactive publication of all completed LGOIMA responses (initially on NPDC's LWDW page; then WaterCo1 site).

### **5) Forward Look (Next 60 Days)**

- Finalise Te Tiriti Partners Engagement Strategy sign-off and integrate into programme plan.
- Complete targeted RFQ processes and onboard additional legal, PM, and technical capacity.
- NPDC decision on SOE.
- Implement TSA operating rhythm (service levels, reporting, and escalation) and advance Transfer Agreement due diligence plan and drafting approach.
- Report back to Department of Internal Affairs on WSDP implementation.
- Advance brand development for WaterCo1 and prepare a recommendation pathway.
- Subject to Board decision, commence proactive LGOIMA publication.

### **6) Appendices / Reference Documents (as per paper)**

- WSDP (DIA accepted; see DIA assessment report link in the body of this paper).
- Constitution and NPDC Minute approving the Constitution.
- February 2026 Monthly Status Report (programme detail and RAG).
- Published LGOIMA responses (to be proactively published following Board decision).

## New Plymouth WSCCO Establishment Monthly Report – February, 2026

| <b>Project Name</b>         | New Plymouth Water Services CCO Establishment |         | <b>Project Stage</b>          | Phase 2: Contract Delivery Model  |
|-----------------------------|---|---------|-------------------------------|---|
| <b>Governing Body</b>       | WSCCO Board                                   |         | <b>Governing Body Chair</b>   | Michael Sage  |
| <b>Reporting Date</b>       | Month ending 28 February 2026                 |         | <b>Project Manager/Author</b> | Helen Gray  |
| <b>Start Date</b>           | 10 November 2025                              |         | <b>Expected End Date</b>      | 30 June 2027  |
| Progress                    |   |         |                               |   |
|                             | Previous                                      | Current | Future                        | Commentary  |
| <b>Overall Status</b>       |   |         |                               | The project is currently tracking amber (with three or more indicators amber). Substantial progress was made in overall establishment detailed planning, the onboarding of the Finance Lead and a full risk review completed. To return to a green status, the completed Te Tiriti Partners Engagement Strategy requires final sign off, and planned onboarding of additional capacity/capability to be progressed. |
| <b>Schedule</b>             |   |         |                               | The detailed project schedule has incorporated feedback from the Board and is developing well. The team have been challenged to look forward beyond 1 July 2026 and populate activities and milestones for the next phase, although many dates are TBC. The project is largely tracking to schedule, with only minor delays noted in the workstream section below.  |
| <b>Financial Tracking</b>   |   |         |                               | Financial tracking of establishment costs has commenced, and time coding has been set up to ensure NPDC staff time on establishment activities is captured.   |
| <b>Risk</b>                 |   |         |                               | A full risk workshop was held in February, and the team will continue updating risks as the project progresses. The highest rated risks are outlined in this report. Ongoing risk reviews are scheduled quarterly through to the end of the calendar year.  |
| <b>Issues</b>               |   |         |                               | Risk 016 – Financial Capability was escalated as an issue last month but has since been resolved. A Finance Lead has been onboarded and regular, fortnightly hui with the NPDC Finance Team are in place and operating well.  |
| <b>Resources</b>            |   |         |                               | As above the Finance Lead has been identified and onboarded. Additional resource requirements are being identified and we are actively pursuing additional legal capacity, as well as additional project management and technical advisory support via a targeted RFQ. Tracking back to Green: Complete the PM and Technical Advisory Support RFQ (closes 6 April), and onboard additional legal capacity.          |
| <b>Engagement and Comms</b> |   |         |                               | A Stakeholder Engagement and Communications Strategy and a Communications Plan have been approved, and progress made on a Te Tiriti Partners Engagement Strategy. A second presentation was made to the Ngā Kaitiaki forum in February for iwi/hapū input. Tracking back to Green: Final approval of the completed Te Tiriti Partners Engagement Strategy in March.   |
| <b>Change</b>               |   |         |                               | Change Management planning remains on track with positive engagements across the business and preparation for a 'Day 1' workshop is underway to continue to shape change management activities.   |
| <b>Dependencies</b>         |   |         |                               | The Universal Water Metering project remains a direct dependency for WSCCO Establishment. The team is closely monitoring progress, including preparations for mock billing, a verbal update will be provided to the Board at the March meeting.   |

| Workstreams                   |  |  |  |  |
|-------------------------------|--|--|--|--|
| <b>Governance</b>             |  |  |  | This workstream has returned to a 'green status' as the Transitional Support Agreement has been signed and Company Incorporation has been completed. A few residual tasks remain however the workstream is generally tracking well.  |
| <b>Strategy &amp; Policy</b>  |  |  |  | <p>Transfer Agreement requirements have been explored with an approach paper going to the Board in March. Early drafting and population of schedules is underway. The Contract List is also in development and remains on track. Ongoing discussions with NPDC regarding Stormwater delivery are continuing. As the Te Tiriti Engagement Strategy has been moved into this workstream, this is tracking behind with a focus on completion in March.</p> <p><b>Tracking back to Green:</b> Socialise the Transfer Agreement approach with the Board in March and Finalise the Te Tiriti Partners Engagement Strategy.</p> |
| <b>Finance</b>                |  |  |  | <p>The Finance Lead has been onboarded and a significant push to progress finance activities has been underway. A paper is going to the Board in March regarding banking and lending facilities, and financial process mapping and financial policy reviews are underway. We are yet to receive the final D&amp;O Policy from AonNZ and the Company is to be registered for GST and PAYE by a Director.</p> <p><b>Tracking back to Green:</b> Receive the final D&amp;O Policy from AonNZ and register the Company for GST &amp; PAYE.</p>   |
| <b>Services</b>               |  |  |  | <p>The Services workstream is dependent on the Transfer Agreement approach being considered and endorsed by the Board. Discussions and data collection from NPDC business groups is progressing well.</p> <p><b>Tracking back to Green:</b> Confirmation of the Transfer Agreement approach with the Board in March.</p>   |
| <b>People</b>                 |  |  |  | The People workstream is tracking well with functional design options complete and being presented to the Board in March. Regular meetings with union partners on track. Timing of people activities is dependent on the Transfer Agreement approach being considered and endorsed by the Board, so dates may be subject to change.  |
| <b>Comms &amp; Engagement</b> |  |  |  | Workstream tracking well against schedule. Mission, Vision, Values session timing to be confirmed. Day 1 workshop to be held in March to further guide activities in this workstream   |
| <b>Customer</b>               |  |  |  | Workstream requirements have been finalised and work progressing well. AJ Parks has been engaged for IP and Trademark protections, and logo design underway with a local designer. Customer channel requirements captured and provided to the Services Lead and basic website design is progressing as planned.  |
| <b>Assets</b>                 |  |  |  | No specific workstream activities planned for Phase 2. Asset identification and Asset Management Planning being undertaken as part of Three Waters team business as usual.   |
| <b>Regulatory</b>             |  |  |  | New workstream. Includes the Regulatory Roadmap that is being maintained by the NPDC Three Waters Manager and understanding requirements of the new WSCCO in relation to LGOIMA and compliance reporting.  |
| <b>Business Planning</b>      |  |  |  | Workstream requirements have been identified and additional resourcing required. This is the focus of a Request for Quote to be released in March seeking additional planning and engineering technical advisory services. This workstream will likely remain amber next month as this capability is confirmed and onboarded – anticipate a return to 'green status' in May.   |

| Commentary   |   |             |                      |   |
|--|---|-------------|----------------------|---|
| <b>Highlights</b>  | <ul style="list-style-type: none"> <li>• Company Incorporation (including Deed of Indemnity, Director Consents and placement of D&amp;O Insurance)</li> <li>• Statement of Expectation review by Oversight Group</li> <li>• Identification on onboarding of Finance resource to support establishment activities</li> <li>• Completion of detailed planning, focus on new workstreams and resourcing requirements</li> <li>• Project risk workshop and risk register update complete</li> <li>• Engagement with Ngā Kaitiaki Forum regarding engagement and SOE</li> <li>• Substantial LGOIMA response complete.</li> </ul> |             |                      |   |
| <b>Lowlights</b>   | <ul style="list-style-type: none"> <li>• Decision on stormwater contract delivery deferred due to further engagement required</li> <li>• Regular hui with NPDC Finance are in place but have been delayed due to staff absence.</li> </ul>  |             |                      |   |
| <b>Focus for next month</b>  | <ul style="list-style-type: none"> <li>• Advancing the Transfer Agreement drafting and associated appendices</li> <li>• Board input into SOE, and submission to Council for 26 March meeting</li> <li>• Project Management and Technical Advisory Services RFQ</li> <li>• Onboard additional legal capacity</li> <li>• Progressing Transfer Agreement contents and people transfer dates confirmed</li> <li>• Final approval of the Te Tiriti Partners Engagement Strategy.</li> </ul>  |             |                      |   |
| Issues   |   |             |                      |   |
| Type   | Description   | Owner       | Consequence Level    | Resolution  |
| There are no current issues for this project.                            |   |             |                      |   |
| Risks  |   |             |                      |   |
| Type   | Description   | Owner       | Residual Risk Rating | Mitigation  |
| Lack of clarity in roles and responsibilities and timely decision making | If there is ambiguity between CCO Board, Council and/or management, there is a risk that roles and responsibilities are unclear, leading to decision-making delays, accountability issues, and reputational risk.   | Neil Holdom | High                 | Develop a clear governance framework and related governance agreements i.e. Constitution, SOE, Transitional Support Agreement and Transfer Agreement(s). Dependency mapping   |
| Compliance to Adopted WSDP   | If the assumptions underpinning the WSDP prove to be inaccurate, there is a risk of uncertainty and delays in people transfer may occur, leading to reputational risk and a loss of confidence in the establishment plan  | Helen Gray  | High                 | Focused effort to test assumptions and achievability of the WSDP with in-house Legal. Proactive and transparent communications, with clear messaging to affected stakeholders when assumptions are refined or the plan changes. |

| Financial Tracking T                                   |              |            |              |   |
|--|--------------|------------|--------------|---|
|  | 2025/26      | 2026/27    | Total        | Notes:  |
| <b>Expected Costs</b>                                  |              |            |              | <ul style="list-style-type: none"> <li>As at 3/03/26, the Establishment costs balance is \$503,668. This includes board expenses, all secondees to WaterCo1 Ltd, consultancy, legal, software, and other direct expenses.</li> <li>The largest expense is staff secondees, and as per the Transition Support Agreement, the expectation is that secondee costs will be funded by NPDC, however clarification on this aspect is being sought from NPDC.</li> <li>All other Establishment costs are to be treated as an internal loan, paid by NPDC, on behalf of WaterCo1 Ltd.</li> <li>It is recommended that a budget be approved by the board for 2026/27 Establishment costs.</li> </ul> |
| People Costs – New positions and Backfill arrangements | 0.562        | TBC        | 0.562        |   |
| WSSCO Board  | 0.215        | TBC        | 0.215        |   |
| External Advisory                                      | 0.200        | TBC        | 0.720        |   |
| Contingency (for additional resourcing as required)    | 0.200        | TBC        | 0.200        |   |
| <b>Total expenditure</b>                               | <b>1.177</b> | <b>TBC</b> | <b>1.177</b> |   |
| Project Change   |              |            |              |   |
| No change requests this month                          |              |            |              |   |

| Key   | Green/Low   | Amber/Medium  | Red/High   |
|---|---|---|--|
| <b>Overall Red, Amber, Green (RAG) Status</b> | If indicators are: <ul style="list-style-type: none"> <li>all low; or</li> <li>2 or less amber</li> </ul> | If indicators are: <ul style="list-style-type: none"> <li>3 or more amber; or</li> <li>1 red</li> </ul> | If indicators are: <ul style="list-style-type: none"> <li>2 or more red</li> </ul> |

**Date:** 17 March 2026

**To:** WaterCo1 Board of Directors

**Author:** Michael Sage, Board Director (Chair)

**Cc:** Neil Holdom, Chief Executive

**Subject:** Establishment of Board Subcommittees

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## Purpose

To seek Board approval to establish Board Committees and commence development of high-level Terms of Reference.

## Recommendations

It is recommended that the Board:

**APPROVE** the establishment of an Audit, Finance and Risk Committee chaired by Sara Brownlie with Joshua Hitchcock as a member and the Chair as standing member.

**APPROVE** the establishment of a People and Safety Committee chaired by Onno Mulder with Kim Skelton as a member and the Chair as standing member.

**APPROVE** development of Terms of Reference for both committees based on the high-level summaries contained in this memorandum.

## Background

As part of establishing the Water Services Council Controlled Organisation (WSCCO), the Board is working through the process of determining appropriate structures to discharge its obligations efficiently and effectively while making the best use of board member capabilities.

## Opportunity Definition

The establishment of specialist committees has been determined as a prudent step following incorporation of WaterCo1 in February 2026 and aligns with common practice in New Zealand Crown Entities, Council-Controlled Organisations, and major corporate boards.

## Analysis

The following committee structure and membership has been identified as a prudent next step for the Board.

### 1. Audit, Finance and Risk Committee

Membership: Chair – Sara Brownlie; Member – Joshua Hitchcock; Standing Member – Board Chair.

High-Level Terms of Reference:

- Provide oversight of financial management, budgeting, long-term financial planning, treasury, and insurance.
- Oversee risk management systems, risk appetite settings, and assurance frameworks.
- Monitor external audit, internal audit, and compliance processes.

- Review annual report, financial statements, and key regulatory disclosures.

## 2. People and Safety Committee

Membership: Chair – Onno Mulder; Member – Kim Skelton; Standing Member – Board Chair.

High-Level Terms of Reference:

- Provide oversight of organisational culture, workforce strategy, and talent management.
- Monitor health, safety and wellbeing performance, systems, and assurance requirements.
- Review remuneration frameworks and CE performance management process.
- Ensure alignment of people-related policies with legal and sector expectations.

### Next Steps

Management to work with the Committee Chair to:

1. Finalise terms of reference for each committee for inclusion in the Board Charter
2. Establish frequency of meeting for each committee

### Decision Sought

That the Board approve establishment of the two committees in accordance with the recommendations in this paper.



# **NEW PLYMOUTH WATER SERVICES COUNCIL CONTROLLED ORGANISATION (NP WSCCO)**

## **Project Establishment Plan (PEP)**

**Date: March 2026**

**Version No. DRAFT 0.9**

## Document Properties

This table describes the properties of the document.

|                       |                                    |
|-----------------------|------------------------------------|
| <b>Document Name</b>  | NP WSCCO Establishment Plan        |
| <b>Author</b>         | Helen Gray, Establishment Director |
| <b>Version Number</b> | 0.9                                |
| <b>Date Created</b>   | 01/08/2025                         |

## Document History

This table provides a history of changes made when completing this document.

| <b>Version No.</b> | <b>Date</b> | <b>Summary of Changes</b>   |
|--------------------|-------------|---|
| 0.1                | 01/08/2022  | Document created  |
| 0.2                | 13/08/2025  | Document shared with NPDC CE, GM Operational Excellence and Manager Three Waters for feedback   |
| 0.3                | 27/08/2025  | Document updated post feedback from Simpson Grierson  |
| 0.4                | 13/10/2025  | Document updated in preparation for Establishment CE briefing   |
| 0.5                | 29/10/2025  | Document updated with resource planning arrangements  |
| 0.6                | 5/12/2025   | Document updated with Updates to the deliverables and milestone schedule, RASCI overview and high-level risk register                   |
| 0.7                | 23/01/2026  | Document updated with additional workstreams – Customer and Change  |
| 0.8                | 13/02/2026  | Document updated with new Transition Team structure and role purpose statements, and a slide on detailed planning, schedule and control |
| 0.9                | 04/03/2026  | Document amendments made to the risk management section and an update to the key deliverables pathway.                                  |

## Document Review

This table lists those who have reviewed and endorsed this document.

| <b>Name</b> | <b>Title</b>                  | <b>Review Status</b> |
|-------------|-------------------------------|----------------------|
| Neil Holdom | Establishment Chief Executive | <b>COMPLETE</b>      |

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## 1. Purpose of this document

The Establishment Plan serves as a guiding planning document to support the establishment of the NPDC WSCCO. It outlines the necessary steps, governance arrangements, and transitional processes required to ensure the successful set up of the new entity.

This includes the transfer of staff, systems, and services, and the development of operational readiness for a contract delivery model by 1 July 2026, and full establishment via the transfer of strategic assets by 1 July 2027.

The plan ensures that NPDC can meet its statutory obligations under the LWDW framework while delivering reliable, efficient, and future-ready water services to the community.

## 2. Background

New Plymouth District Council (NPDC) is progressing the establishment of a dedicated Water Services Council-Controlled Organisation (WSCCO) under the Local Water Done Well (LWDW) framework. This initiative follows extensive consultation and strategic analysis aimed at identifying the most suitable model for delivering drinking water and wastewater services in the district.

The LWDW framework, mandates significant changes to planning, reporting, and financial management for water services. Under the new regime, all water service providers must prepare a Water Services Strategy, Annual Budget, and Annual Report, alongside compliance with economic regulation requirements from the Commerce Commission and Taumata Arowai.

Public consultation was conducted from 30 April to 30 May 2025, engaging residents on three delivery options:

**Option 1:** Joint Taranaki WSCCO

**Option 2:** NPDC-only WSCCO

**Option 3:** In-House Business Unit (IHBU)

Of the 287 submissions received, 57% favoured the IHBU model, while 38% supported the WSCCO model. Despite the majority preference for IHBU, Council Officers recommended Option 2 due to its strategic and financial advantages, including:

- a minimum of \$17 million in savings over 30 years,
- enhanced borrowing capacity and financial flexibility,
- a dedicated governance structure focused solely on water services,
- improved operational efficiency and long-term service delivery, and
- the ability to flex for future regional collaboration.

While a Joint Taranaki WSCCO was initially preferred, Both Stratford and South Taranaki District Councils opted to retain water services In-House. NPDC remains open to future partnerships or shared services agreements with neighbouring councils, with provisions to recover establishment costs via joining fees.

The WSCCO will be governed by a Board of Directors with specialist expertise relevant to water service delivery. This structure ensures focused decision-making, strategic investment, and compliance with evolving regulatory standards. Protections under the Act guarantee public ownership of water infrastructure and require annual performance reporting.

### 3. Goals & Objectives for Establishment

1. **Regulatory Compliance**  
Ensure full alignment with the Local Government (Water Services) Act 2025, including the development of all required statutory planning, budgeting, and reporting documents.
2. **Contract Delivery Model by 1 July 2026, and full Establishment by 1 July 2027**  
Deliver a fully functional, independent water services organisation capable of managing drinking water and wastewater services, including systems, staffing, governance, strategic assets and service continuity
3. **Governance and Accountability**  
Establish a dedicated Board of Directors with specialist expertise related to water service delivery, supported by transparent governance structures that uphold public trust and accountability.
4. **Seamless Transition**  
Facilitate the seamless transfer of staff, operational responsibilities, and assets from NPDC to the WSCCO, ensuring minimal disruption and continuity of service to the community
5. **Financial Sustainability**  
Implement financial structures that support long-term affordability, enhanced borrowing capacity, and enabling the recovery of establishment costs through future council participation.
6. **Public Trust and Engagement**  
Maintain transparency and responsiveness throughout the establishment process, ensuring community confidence in the new entity and its public ownership protections.
7. **Scalability and Future Collaboration**  
Design the WSCCO as a flexible platform capable of integrating other councils through shared services or partnership agreements, supporting regional collaboration and growth.

### 4. Mandate

The NPDC WSCCO Establishment Project is mandated to:

- **Deliver a regulatory-compliant transition** to a standalone water services entity in accordance with legislation.
- **Ensure a contract delivery model is in place by 1 July 2026**, including the seamless transfer of staff, systems, and service delivery functions from NPDC to the WSCCO.
- **Ensure full establishment is achieved by 1 July 2027**, including the transfer of strategic assets, and an adopted Water Services Strategy.
- **Establish a fit-for-purpose governance and management structure**, including the appointment of a specialist Board of Directors and the development of foundational policies, procedures, and performance frameworks.
- **Implement the new accountability framework** including statutory planning, budgeting, and reporting documents required under the new legislative regime.
- **Maintain transparency, accountability, and public trust** throughout the establishment process, ensuring that the WSCCO remains publicly owned and aligned with community expectations.
- **Enable future scalability and collaboration**, including the ability to onboard other councils through fair and transparent joining arrangements.

The Establishment Plan will serve as the guiding document for this transition, ensuring that all technical, legal, financial, and operational elements are in place to support a successful contract delivery model on 1 July 2026, and full establishment on 1 July 2027.

## 5. Scope

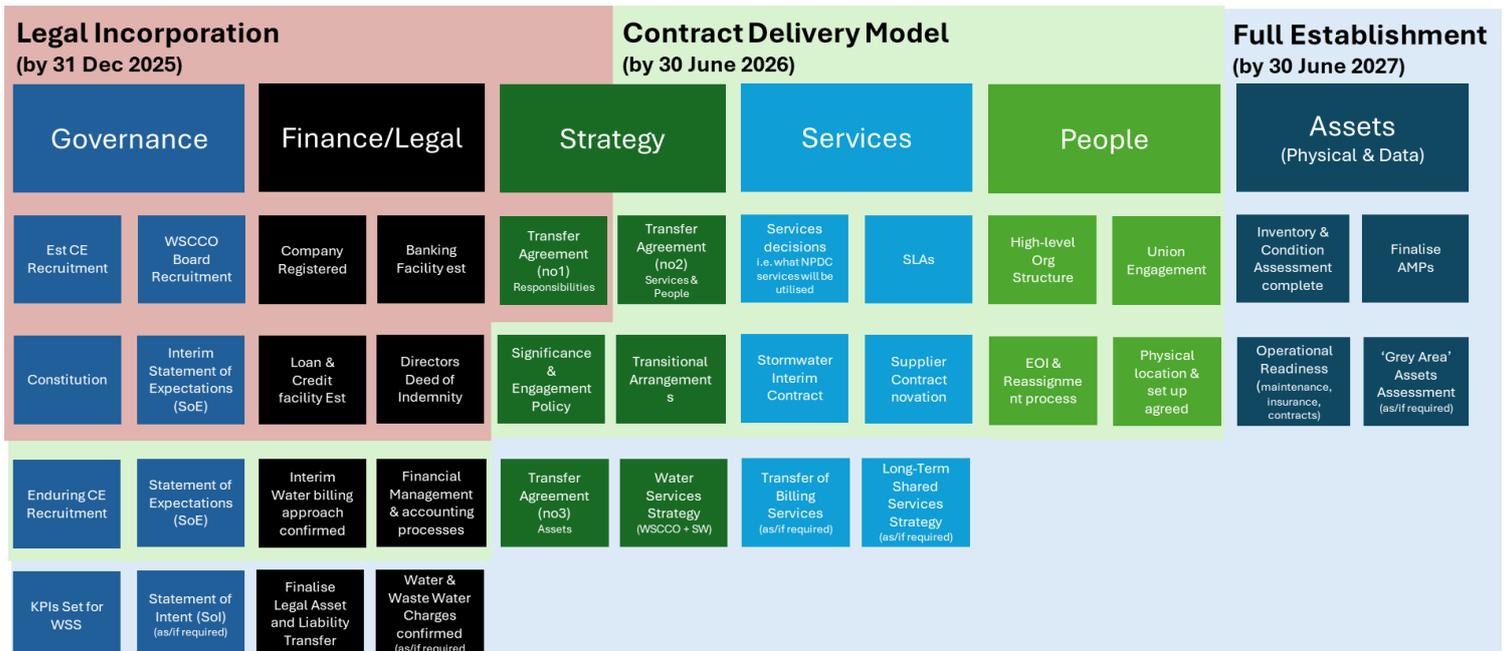
The following workstreams were anticipated to be in scope for the Establishment and formed the basis of the transition/establishment plan submitted in the Water Services Delivery Plan (WSDP):



As a Project, the appropriate level of project management disciplines and outputs are also in scope, including:

- Governance,
- Change Management,
- Stakeholder and Engagement Planning,
- Risk and Issue Management,
- Resource Management,
- Financial Management; and
- Regular Reporting/Briefings.

The following image was the establishment approach as per the adopted WSDP:



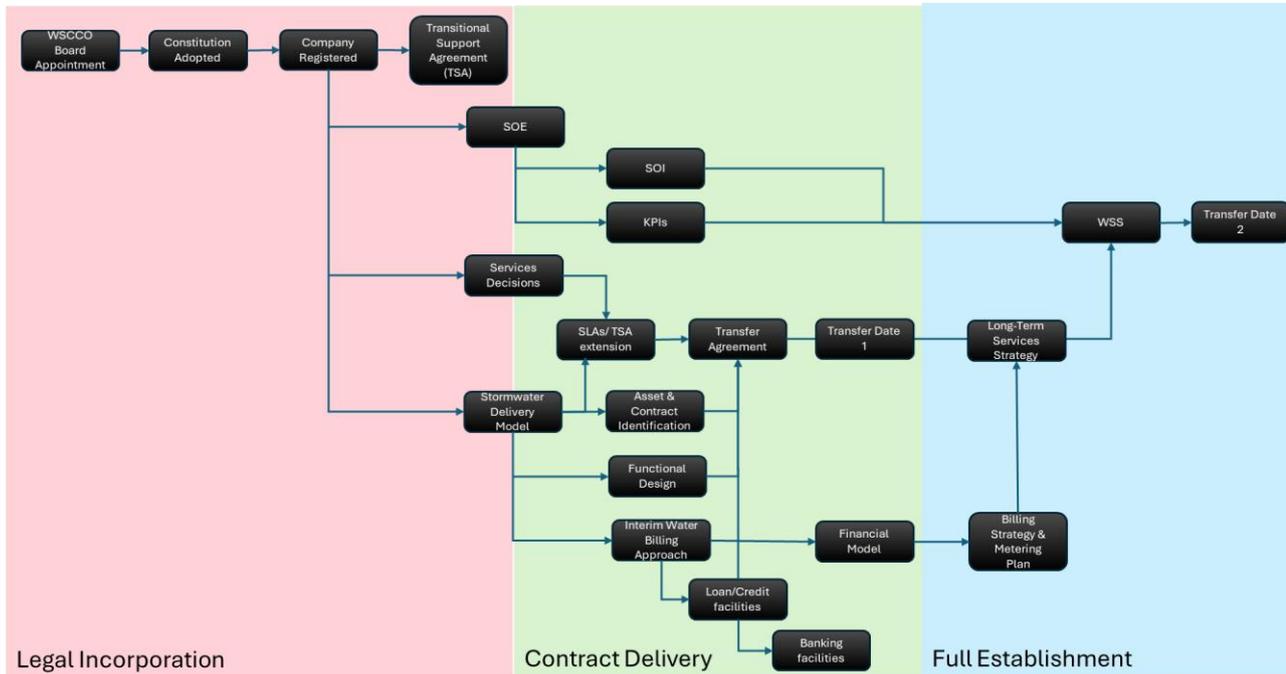
This establishment approach has since been adapted with the following:

- the removal of the Interim SOE deliverable
- Moving the Banking Facility and Loan & Credit Facility activities to Phase 2
- Also allowing the Transitional Support Agreement to be finalised Phase 2.

The establishment approach has since been adapted further and will continue to do so to enable a safe, legal and pragmatic approach to full establishment. Any variations from the initial plan submitted in the WSDP will be explained in quarterly reporting to the Department of Internal Affairs (DIA).

## 6. Key Deliverable Pathway

There are key deliverables that are required for establishment, these deliverables have ‘hard dependencies’ i.e. that each task can only move forward once the preceding deliverable is complete or sufficiently advanced to inform the next step.



## 7. Core Deliverables and Activities in the WSDP

The following deliverables are expected in both Stage 2: Contract Delivery Model, and Stage 3: Full Establishment as per the WSDP.

It’s important to note that there are many other deliverables and activities required that are not included in these tables, this table is to provide further information on those core deliverables included in the WSDP only.

| Workstream | Phase               | Activity/Deliverable                      | Objectives   |
|------------|---------------------|---|--|
| Governance | Legal Incorporation | Establishment Chief Executive recruitment | <ul style="list-style-type: none"> <li>Appoint an experienced Establishment CE to lead the technical setup and strategic direction of the WSCCO through to operational independence.</li> <li>Manage a transparent, inclusive recruitment process that is aligned with NPDC’s commitment to public ownership and community confidence.</li> <li>Select a leader capable of building strong relationships with iwi/mana whenua, unions, council officers, and external partners to support collaborative establishment</li> </ul> |

|  |                                       |  |  |
|--|---------------------------------------|--|--|
|  |                                       | <p><b>WSCCO Board recruitment</b></p> <p><b>Constitution</b></p>                                 | <ul style="list-style-type: none"> <li>• Appoint a skilled and diverse Board with expertise in engineering, finance, legal and Te ao Māori.</li> <li>• Ensure transparent and merit-based selection aligned with public ownership and accountability principles.</li> <li>• Foster public trust through clear roles, responsibilities, and reporting obligations.</li> <li>• Define the legal framework for the WSCCO’s governance, operations, and accountability.</li> <li>• Ensure compliance with the Local Government (Water Services) Act 2024 and LWDW requirements.</li> <li>• Embed public ownership protections and transparency obligations.</li> <li>• Support effective decision-making through clear roles, responsibilities, and delegation protocols.</li> </ul>   |
|  | <p><b>Contract Delivery Model</b></p> | <p><b>Statement of Expectations (SoE)</b></p> <p><b>Enduring Chief Executive recruitment</b></p> | <ul style="list-style-type: none"> <li>• Define Council’s strategic priorities for water service delivery under the WSCCO model.</li> <li>• Set clear performance expectations aligned with regulatory obligations and public accountability.</li> <li>• Ensure alignment with the Water Services Delivery Plan (WSDP) and LWDW framework.</li> <li>• Support transparency and public trust through measurable outcomes and reporting requirements.</li> <li>• Appoint a proven leader to guide the WSCCO beyond establishment into long-term operational excellence.</li> <li>• Manage a transparent, inclusive recruitment process that is aligned with NPDC’s commitment to public ownership and community confidence.</li> <li>• Support continuity and stability by transitioning from establishment leadership to enduring executive oversight.</li> </ul> |
|  | <p><b>Full Establishment</b></p>      | <p><b>KPIs set for Water Services Strategy</b></p>   | <ul style="list-style-type: none"> <li>• Draft and agree on Key Performance Indicators that will guide the Water Services Strategy, considering regulatory compliance, environmental stewardship, customer satisfaction and service responsiveness, financial sustainability and operational efficiencies etc.</li> <li>• To be agreed/adopted by the WSCCO Board to inform both the SoI and the Water Services Strategy</li> </ul>  |

|  |  |                                  |   |
|--|--|----------------------------------|---|
|  |  | <b>Statement of Intent (Sol)</b> | <ul style="list-style-type: none"> <li>• Set out the strategic alignment between the WSCCO’s strategic direction and the expectations defined in the SOE.</li> <li>• Define measurable performance targets and KPIs</li> <li>• Confirms the Board’s role in overseeing financial sustainability, risk management etc.</li> <li>• Providing a public-facing document that communicates the WSCCO’s priorities, financial intentions and community engagement commitments.</li> </ul> |
|--|--|----------------------------------|---|

| Workstream           | Phase                          | Activity/Deliverable   | Objectives   |
|----------------------|--------------------------------|--|--|
| <b>Finance/Legal</b> | <b>Legal Incorporation</b>     | <b>Company registered</b>                                    | <ul style="list-style-type: none"> <li>• Establish the legal entity required to operate the WSCCO independently and in compliance with statutory obligations.</li> <li>• Enable foundational setup activities including governance appointments, financial systems, and contractual arrangements.</li> </ul>   |
|                      |                                | <b>Directors Deed of Indemnity</b>                           | <ul style="list-style-type: none"> <li>• Protect Board members by securing appropriate indemnity coverage aligned with statutory and governance obligations.</li> <li>• Formalise liability protections through a legally sound Deed of Indemnity to support confident and accountable decision-making.</li> </ul>   |
|                      | <b>Contract Delivery Model</b> | <b>Water Billing Approach Confirmed</b>                      | <ul style="list-style-type: none"> <li>• Determine the preferred billing model, whether through a standalone WSCCO-managed system or via a service level agreement (SLA) with NPDC.</li> <li>• Ensure the selected approach supports operational independence, financial accuracy, and customer service readiness by 1 July 2026.</li> </ul>   |
|                      |                                | <b>Financial Management and Accounting Processes Defined</b> | <ul style="list-style-type: none"> <li>• Establish robust financial systems that support accurate reporting, compliance, and operational independence—either internally or via service-level agreements with NPDC.</li> <li>• Ensure readiness for Day One operations by confirming scalable and auditable accounting processes aligned with WSCCO governance and statutory requirements.</li> </ul> |
|                      |                                | <b>Banking Facility establishment</b>                        | <ul style="list-style-type: none"> <li>• Enable financial operations by setting up dedicated banking and credit facilities for the WSCCO.</li> </ul>   |
|                      |                                |  |  |

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|  |                           | <b>Loan and Credit Facility establishment</b>   | <ul style="list-style-type: none"> <li>• Support financial independence and readiness for transactions, payroll, and service delivery from Day One.</li> <li>• Secure borrowing capacity to support long-term infrastructure investment and financial sustainability.</li> <li>• Enable financial independence by establishing credit arrangements tailored to the WSCCO’s operational and capital needs.</li> </ul>  |
|  | <b>Full Establishment</b> | <b>Finalise Legal Asset &amp; Liability Transfer</b><br><br><b>Water &amp; Wastewater Charges Confirmed</b> | <ul style="list-style-type: none"> <li>• Ensure statutory compliance with the Local Government (Water Services Preliminary Arrangements) Act 2024</li> <li>• Align transfer timing with Long-Term Plan (LTP) and WSS adoption</li> <li>• Ensure the correct legal and financial infrastructure is in place to support asset ownership</li> <li>• Document obligations and transitional provisions in binding instruments i.e. Transfer Agreements and others that define monitoring, reporting, and enduring responsibilities of the WSCCO</li> <li>• Consider (changes to) a water charges or tariff structure that: <ul style="list-style-type: none"> <li>• Ensures financial sustainability of service delivery</li> <li>• Validates regulatory and consent compliance</li> </ul> </li> <li>• Supports transparency and meets the requirements of the Economic Regulator</li> </ul> |

| Workstream | Phase                   | Activity/Deliverable           | Objectives  |
|------------|-------------------------|--------------------------------|---|
| Strategy   | Legal Incorporation     | Transitional Support Agreement | <ul style="list-style-type: none"> <li>• To delegate authority to the WSCCO Board to employ the Establishment Chief Executive and fund governance activities during the transition period.</li> <li>• Authorise the WSCCO Board to draw down debt from the LGFA if required, to support transitional operations until the formal transfer of staff, services, and assets.</li> </ul>  |
|            | Contract Delivery Model | Transfer Agreement No.1        | <ul style="list-style-type: none"> <li>• To ensure the seamless transition and continuity of water service delivery functions to the WSCCO, maintaining agreed service levels, operational standards, and customer responsiveness throughout and beyond the transfer process.</li> <li>• To safeguard the fair and transparent transfer of affected staff to the WSCCO, including the preservation of employment terms, recognition of</li> </ul> |

|                    |  |   |
|--------------------|--|---|
|                    |  | <p>existing expertise, and support for workforce wellbeing and capability development.</p> <p><b>Transfer Arrangements</b></p> <ul style="list-style-type: none"> <li>To document and formalise the transfer of water service delivery responsibilities, assets, and associated obligations from the council to a Water Services Council-Controlled Organisation (WSCCO), in accordance with the Local Government (Water Services Preliminary Arrangements) Act 2024.</li> <li>This is a detailed document outlining systems, contracts and staff transferring to the WSCCO.</li> </ul> <p><b>WSCCO Significance &amp; Engagement Policy</b></p> <ul style="list-style-type: none"> <li>Provide a clear framework for assessing the significance of decisions<br/>Ensure decisions that may impact the community or stakeholders are identified early and treated with appropriate levels of engagement.</li> <li>Guide meaningful and timely community consultation<br/>Support consistent and inclusive engagement practices that reflect the views of affected communities and stakeholders.</li> <li>Ensure compliance with legislative requirements<br/>Align WSCCO's engagement activities with relevant legal obligations, promoting transparency and accountability in decision-making</li> </ul> |
| Full Establishment |  | <p><b>Transfer Agreement No.2</b></p> <ul style="list-style-type: none"> <li>To confirm legal and operational ownership of strategic assets by the WSCCO</li> <li>Ensure continuity of service and risk management by confirming the transfer of operational responsibilities including insurance and unresolved contracts</li> <li>Ensure financial accountability for the transferred assets with the associated Asset Management Plans etc.</li> </ul> <p><b>Water Services Strategy</b></p> <ul style="list-style-type: none"> <li>Establish a strategic framework for service delivery, including a long-term vision, mission and performance objectives</li> <li>Confirm that projected revenues, investment levels and financing arrangements are sufficient to meet service levels, growth demands and compliance obligations</li> <li>Provide a clear strategic foundation for the WSCCO including alignment with the SoE and a broader planning and reporting framework</li> <li>WSCCO Board to adopt the strategy in accordance with statutory timelines i.e. before the first day of the financial year to which it relates/</li> </ul>   |

| Workstream                         | Phase                   | Activity/Deliverable  | Objectives  |
|------------------------------------|-------------------------|---|---|
| Services                           | Contract Delivery Model | Services Decisions  | <ul style="list-style-type: none"> <li>Identify core operational services required for Day One delivery, including HR, IT, Finance, Communications, Procurement, and Contact Centre.</li> <li>Apply consistent decision-making criteria to assess whether services should be delivered internally or via service-level agreements with NPDC.</li> </ul>   |
|                                    |                         | Service Level Agreements  | <ul style="list-style-type: none"> <li>Define clear service arrangements for functions such as HR, IT, Finance, and Communications to support WSCCO operations via NPDC where appropriate.</li> <li>Ensure service continuity and accountability through documented performance standards, roles, and review mechanisms.</li> </ul>   |
|                                    |                         | Stormwater Interim Contract   | <ul style="list-style-type: none"> <li>Ensure continuity of stormwater services through a transitional contract with NPDC while long-term delivery arrangements are assessed.</li> <li>Define clear roles, responsibilities, and service standards to support operational readiness and regulatory compliance from Day One.</li> </ul>  |
|                                    |                         | Contract Novation   | <ul style="list-style-type: none"> <li>Identify and transfer essential contracts to ensure uninterrupted service delivery under the WSCCO from Day One.</li> <li>Establish clear legal and operational continuity by novating agreements where appropriate, with NPDC or external providers.</li> </ul>   |
|                                    | Full Establishment      | Transfer of Billing Services  | <ul style="list-style-type: none"> <li>Consider the strategic handover of billing responsibilities as part of the broader asset and service transfer process <ul style="list-style-type: none"> <li>If retained by Council: Ensure billing aligns with ringfenced revenue, debt provisions, and legal obligations.</li> <li>If transferred to WSCCO: Ensure a smooth handover that maintains customer service and integrates with WSCCO systems.</li> </ul> </li> </ul> |
| Long-Term Shared Services Strategy |                         | <ul style="list-style-type: none"> <li>Consider the long-term shared services arrangement with Council, clearly assessing:</li> </ul> |   |

|  |  |  |
|--|--|--|
|  |  | <ul style="list-style-type: none"> <li>• Service continuity and operational efficiencies</li> <li>• Shared services arrangements to reduce overheads, and optimise resource use</li> </ul> |
|--|--|--|

| Workstream | Phase                   | Activity/Deliverable   | Objectives  |
|------------|-------------------------|--|---|
| People*    | Contract Delivery Model | <b>High-level Organisational Structure</b>                   | <ul style="list-style-type: none"> <li>• Design a fit-for-purpose organisational structure and executive team that supports core operations, regulatory and planning functions, and compliance with the LWDW framework.</li> <li>• Embed Te Ao Māori values and environmental/sustainability capabilities to reflect community priorities and enable future-focused, culturally responsive service delivery.</li> </ul> |
|            |                         | <b>Union Engagement</b>                                      | <ul style="list-style-type: none"> <li>• Engage early and constructively with unions to support transparent communication on the proposed organisational structure and staffing impacts.</li> <li>• Facilitate a collaborative transition process that reflects employment obligations and supports staff certainty and wellbeing.</li> </ul>   |
|            |                         | <b>Expression of Interest (EOI) and Reassignment Process</b> | <ul style="list-style-type: none"> <li>• Align staff capabilities and aspirations with organisational needs by inviting expressions of interest for roles within the new structure, ensuring optimal placement and engagement.</li> <li>• Facilitate a transparent and equitable reassignment process that supports workforce stability, minimises disruption, and promotes continuity of service delivery.</li> </ul>  |
|            |                         | <b>Physical Location and Set Up</b>                          | <ul style="list-style-type: none"> <li>• Secure a fit-for-purpose physical location that supports WSCCO operational needs, accessibility, and collaboration within the new organisational framework.</li> <li>• Establish a functional and welcoming workspace for WSCCO staff that enables seamless transition, promotes team cohesion, and ensures readiness for service delivery.</li> </ul>                         |

**\*NOTE:** To ensure a successful transition to the WSCCO, Change Management planning and incorporation in the establishment of a WSCCO is encouraged from the outset. Change Management is critical to create a sense

of shared purpose and accountability and fosters with staff as active participants rather than passive recipients of change. By embedding change principles early, staff are better prepared for transition points and more likely to adopt new ways of working.

| Workstream | Phase              | Activity/Deliverable                        | Objectives  |
|------------|--------------------|---|---|
| Assets     | Full Establishment | <b>Inventory &amp; Condition Assessment</b> | <ul style="list-style-type: none"> <li>Identify and document all water assets, including above- and below-ground infrastructure, to support lifecycle planning and investment decisions</li> <li>Apply consistent methodologies to evaluate asset condition and prioritise critical assets for renewal or maintenance</li> <li>Ensure assessment outputs and condition data inform renewals, forecasting, depreciation and risk mitigation strategies, and meet regulatory and reporting requirements under the Water Services Act</li> </ul> |
|            |                    | <b>Finalise AMPs</b>                        | <ul style="list-style-type: none"> <li>Ensure AMPs clearly set out measurable service levels and monitoring frameworks to guide strategic planning</li> <li>Identify renewal, maintenance, and resilience requirements to support long-term infrastructure sustainability</li> <li>Integrate AMP outputs with the Water Services Strategy</li> </ul>  |
|            |                    | <b>Operational Readiness</b>                | <ul style="list-style-type: none"> <li>Ensure all assets have documented, nested maintenance schedules and task templates in place to support service continuity</li> <li>Finalise insurance requirements, ensuring coverage aligns with asset risk profiles</li> <li>Identify and novate any remaining contracts to the WSCCO or retain under Council, ensuring legal and operational continuity</li> </ul>  |
|            |                    | <b>Grey Area Asset Assessment</b>           | <ul style="list-style-type: none"> <li>Identify assets with unclear ownership or function and determine whether they support core water services or broader Council operations</li> <li>Establish clear criteria and processes for deciding whether assets transfer to the WSCCO or remain with Council, ensuring decisions are well-documented and legally sound</li> </ul>  |

Other workstreams not articulated in the WSDP:

| Workstream | Phase                   | Activity/Deliverable         | Objectives  |
|------------|-------------------------|------------------------------|---|
| Customer   | Contract Delivery Model | Company Name & Brand         | <ul style="list-style-type: none"> <li>Establish a clear and credible company name and brand that reflects organisational purpose and strategic direction.</li> <li>Create a cohesive brand identity that supports consistent messaging across all stakeholders and platforms.</li> <li>Provide a flexible brand foundation that supports future growth and change</li> </ul>   |
|            |                         | Summary of Customer Channels | <ul style="list-style-type: none"> <li>Identify and document the key customer channels used to engage with audiences across services and experiences.</li> <li>Understand how customers currently interact with the organisation across digital, physical, and partner channels.</li> <li>Assess channel effectiveness, consistency, and gaps to support improved customer experience</li> </ul>  |
|            |                         | Website Requirements         | <ul style="list-style-type: none"> <li>Define the functional, content, and technical requirements for a fit-for-purpose website.</li> <li>Ensure the website supports customer needs, key journeys, and organisational objectives.</li> <li>Establish requirements for usability, accessibility, performance, and security.</li> </ul>  |
|            |                         | Website Design               | <ul style="list-style-type: none"> <li>Develop a clear, intuitive website design that supports key customer journeys and user needs.</li> <li>Apply the organisation's brand consistently to create a cohesive and engaging digital experience.</li> <li>Ensure the design meets usability, accessibility, and responsive design standards.</li> <li>Create a flexible design system that supports future content and functionality changes.</li> </ul> |
|            | Full Establishment      | Customer Charter             | <ul style="list-style-type: none"> <li>Define a clear charter that sets out how customers can expect to be treated.</li> </ul>  |

|  |  |                               |  |
|--|--|-------------------------------|--|
|  |  |                               | <ul style="list-style-type: none"> <li>• Articulate service standards and behaviours that support a consistent, high-quality customer experience.</li> <li>• Provide a shared reference point to guide staff, partners, and customer expectations.</li> </ul>  |
|  |  | <b>Rebate/Hardship Policy</b> | <ul style="list-style-type: none"> <li>• Define clear and fair eligibility criteria for rebates or hardship support.</li> <li>• Ensure the policy supports equitable access to services for customers experiencing financial hardship.</li> <li>• Provide transparent, consistent, and easy-to-understand guidance for customers and staff.</li> <li>• Establish a fit-for-purpose framework that supports good decision-making and compliance.</li> </ul> |

| Workstream         | Phase                   | Activity/Deliverable                                    | Objectives   |
|--------------------|-------------------------|---|--|
| Comms & Engagement | Contract Delivery Model | <b>Communications Plan</b>                              | <ul style="list-style-type: none"> <li>• Provide a clear roadmap for consistent, transparent messaging across all stakeholders.</li> <li>• Reduce uncertainty and maintain trust during WSCCO establishment.</li> </ul>  |
|                    |                         | <b>Monthly One-pager overview</b>                       | <ul style="list-style-type: none"> <li>• Deliver quick, digestible updates on WSCCO milestones and next steps.</li> <li>• Keep staff informed and reduce rumour risk.</li> </ul>   |
|                    |                         | <b>Change Management Strategy Workshop</b>              | <ul style="list-style-type: none"> <li>• Define what “Establishment Day 1” looks like for WSCCO, including key changes and continuity points.</li> <li>• Engage impacted staff to validate transition priorities and identify practical actions for readiness.</li> <li>• Surface cultural and wellbeing considerations to embed in the Change Management Strategy.</li> </ul> |
|                    |                         | <b>Target session with water-related NPDC employees</b> | <ul style="list-style-type: none"> <li>• Clarify role impacts, timelines, and employment arrangements for transition.</li> <li>• Provide a safe space for questions to reduce anxiety and build trust.</li> </ul>  |

|  |  |   |  |
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|  |  | <b>Change Management Strategy</b>             | <ul style="list-style-type: none"> <li>• Outline principles and actions to manage transition effectively.</li> <li>• Align change approach with WSCCO milestones and HR processes for Day 1 readiness.</li> </ul>          |
|  |  | <b>Change Management Plan</b>                 | <ul style="list-style-type: none"> <li>• Translate strategy into actionable steps and timelines for implementation.</li> <li>• Coordinate activities to ensure smooth cutover and operational readiness.</li> </ul>        |
|  |  | <b>Vision, Mission &amp; Values session</b>   | <ul style="list-style-type: none"> <li>• Define WSCCO's purpose and cultural principles to guide decisions and behaviours.</li> <li>• Align leadership and staff on shared identity before operational go-live.</li> </ul> |
|  |  | <b>Service Provider Information Pack</b>      | <ul style="list-style-type: none"> <li>• Inform suppliers about service continuity and invoicing changes.</li> <li>• Clarify contract novation and provide clear contact points for queries.</li> </ul>                    |
|  |  | <b>Pulse Check Surveys</b>                    | <ul style="list-style-type: none"> <li>• Measure staff sentiment and readiness for upcoming changes.</li> <li>• Identify areas for improvement to adjust engagement and support for next stage.</li> </ul>                 |
|  |  | <b>Change &amp; Engagement summary report</b> | <ul style="list-style-type: none"> <li>• Summarize engagement activities and lessons learned for governance.</li> <li>• Provide insights to inform planning for full establishment and cultural embedding.</li> </ul>      |

## 8. Detailed Planning, Schedule and Control

A full and comprehensive activity-level plan underpins delivery of the WSCCO establishment programme. This plan sets out, at a detailed level, all required activities, deliverables, and milestones across the establishment workstreams, including clear timeframes, task durations, dependencies, sequencing logic, and ownership. The plan has been developed to provide a single, integrated view of how the programme will be delivered from initiation through to operational Day One, ensuring that critical path activities are visible and that interdependencies between governance, legal, people, finance, services, assets, customer, and change workstreams are actively managed.

This detailed planning is captured and maintained in the **Establishment Timeline and Progress Tool**, which functions as the authoritative source of truth for establishment delivery. The tool includes a fully populated Gantt-based schedule that identifies milestones, deliverables, dependencies, start and end dates, and duration for each activity, enabling active management of sequencing and resourcing and providing transparency over progress and risk. The timeline is designed to support both programme-level oversight and workstream-level execution, allowing impacts of delays or scope changes to be assessed quickly and mitigations to be implemented in a timely manner.

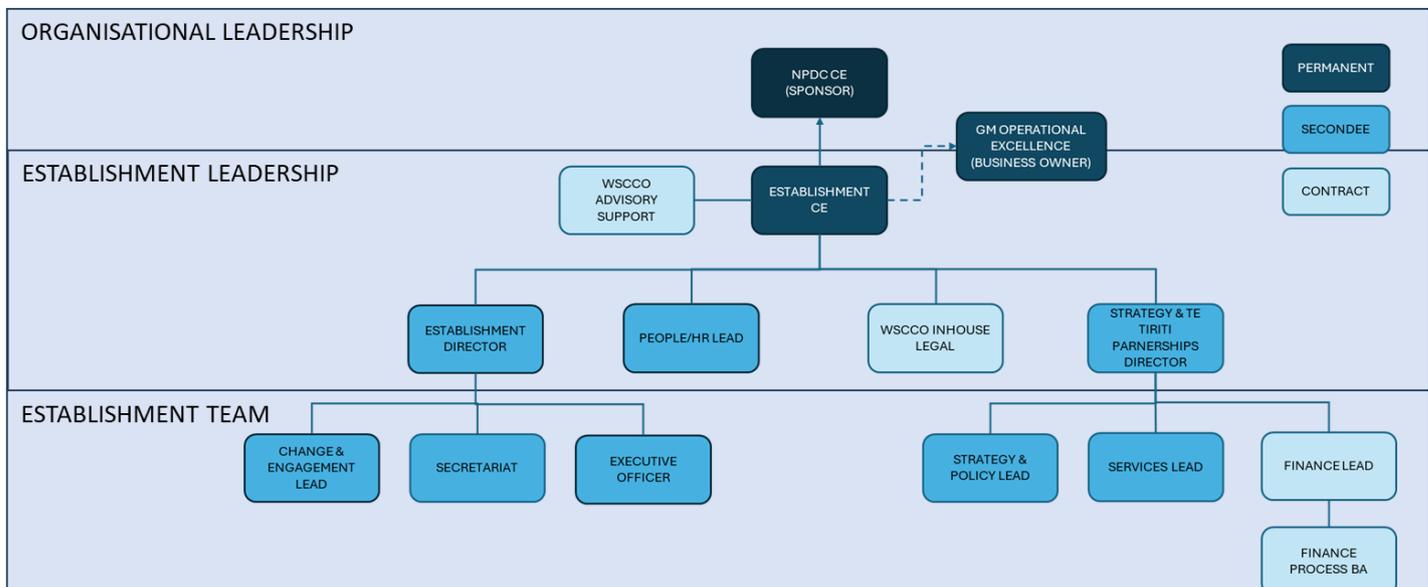
The **Establishment Timeline and Progress Tool** is used to baseline the Project Execution Plan and is reviewed and updated on a regular basis to reflect approved changes, emerging risks, and evolving dependencies. Progress against planned milestones is tracked and reported through established governance and reporting mechanisms, ensuring alignment between day-to-day delivery and Board-level oversight.

By maintaining a detailed, dependency-driven plan supported by a structured Gantt schedule, the programme is positioned to manage complexity, maintain momentum, and ensure that all establishment components are delivered in a coordinated and controlled manner.

## 9. Project Structure

The intent is to manage the establishment of the NP WSCCO as a project with multiple workstreams. A high level depiction of the project structure is included below, this includes the full establishment through to 1 July 2026 therefore including both the Legal Incorporation and Contract Delivery Model phases. This is the project structure only, it does not include the WSCCO Board or wider organisational structure.

## 10. Establishment Team Resourcing



The following roles are included in the Establishment Team for Phase 2. This is subject to change for Phase 3 and beyond.

| Role                                 | Purpose   |
|--------------------------------------|---|
| <b>Establishment Chief Executive</b> | Lead the formation and development of the NP WSCCO, overseeing legal establishment, strategic direction, and operational readiness. Design the organisation’s structure, align systems and processes with NPDC, and prepare foundational documents to meet statutory and regulatory requirements. Build and maintain strategic relationships—including with Te Tiriti Partners—to support long-term water service delivery and potential regional collaboration. Provide effective leadership through change, guiding cross-functional teams and establishing a strong organisational culture with transparent communication and public accountability. |

|   |  |
|---|--|
| <b>Establishment Director</b>                         | <p>The Establishment Director will lead the multi-stream programme of work required to stand up the WSCCO. Reporting to the interim Chief Executive, this role will coordinate the legal, operational, and cultural establishment of the entity, ensuring readiness for service delivery and compliance with statutory obligations.</p> <p>This role is central to:</p> <ul style="list-style-type: none"> <li>• Delivering the Transfer Agreement and foundational documents</li> <li>• Coordinating internal and external stakeholders</li> <li>• Embedding change management and staff transition processes</li> <li>• Supporting the CE with strategic advice and work programme oversight</li> </ul>  |
| <b>Strategy &amp; Te Tiriti Partnerships Director</b> | <p>The Strategy Director will lead the strategic design and setup of the WSCCO, ensuring that financial, regulatory, and operational elements are fully integrated into the establishment programme. This role is critical to shaping the entity’s long-term viability and compliance, with a strong focus on transfer arrangements, contract novation, organisational structure, and strategic partnership development.</p> <p>A key objective of this role is to ensure Te Tiriti Partnerships are embedded into the strategic foundations of the WSCCO, guiding how the entity is structured, governed, and operated in alignment with partnership principles.</p> <p>Key Responsibilities include:</p> <ul style="list-style-type: none"> <li>• Lead strategic inputs into financial, regulatory, and operational frameworks</li> <li>• Ensure alignment of transfer arrangements and contract novation with service continuity</li> <li>• Advise on organisational structure and capability requirements</li> <li>• Support the CE and Board with strategic insights and decision-making</li> <li>• Embed Te Tiriti Partnership principles into entity design and strategic planning</li> </ul> |
| <b>Strategy &amp; Policy Lead</b>                     | <p>The Strategy Lead’s primary role in the Legal Incorporation Phase is to draft the Transfer Agreement No.1 and manage this through the governance and council adoption process. In the Contract Delivery Model Phase, the intensity of this role increases with multiple deliverables such as the Interim Stormwater Contract, working with the Three Waters team for Contract novation, drafting the Transfer Agreement No.2 and the more detailed Transitional Arrangements Agreement – requiring cross workstream engagement to ensure there is alignment.</p>  |
| <b>People/HR Lead</b>                                 | <p>The People/HR Lead is required only in Contract Delivery Model Phase, working closely with the Establishment CE, stakeholders and Te Tiriti Partners to develop a high-level organisational structure for the WSCCO. Once broadly agreed by the WSCCO Board, this role is to manage the engagement and negotiations with Unions as required and ultimately run a robust, fair and transparent EOI and reassignment process to ensure that the required staff are in place for Operational Day 1 (1 July 2026).</p>  |
| <b>Change &amp; Engagement Lead</b>                   | <p>Change capability is essential throughout the establishment of the WSCCO to ensure key change considerations are identified and addressed. This includes</p>  |

|   |  |
|---|--|
|   | <p>partnering with the Establishment CE to define what the new entity will look and feel like on operational day one and preparing staff for the transition. Depending on the scale of change, this may involve implementing new processes, relocating to a new physical site, and set up. It is critical that all changes are communicated clearly, comprehensively, and in a timely manner to all affected staff and stakeholders, therefore this role will also have responsibility for change communications and stakeholder engagement.</p> |
| <b>Services Lead</b>                    | <p>The Services Lead plays a critical role in coordinating between the team transitioning to the WSCCO and key business units within Council to identify the services required for establishment. They are responsible for negotiating Service Level Agreements to ensure continuity and clarity of service delivery. Additionally, the services Lead works closely with NPDC on cut-over planning to support a seamless day one experience for WSCCO staff, while safeguarding the integrity of core processes throughout the transition.</p>   |
| <b>Finance Lead</b>                     | <p>The Finance Lead provides essential financial expertise to support the legal incorporation and operational readiness of the WSCCO. This includes establishing core financial infrastructure such as banking arrangements, loan and credit facilities, and collaborating with the Services Lead and NPDC Finance team to determine and implement water billing and other financial management processes required for Day One operations.</p>   |
| <b>Transition Team Secretariat</b>      | <p>Provide governance and administrative support to the WSCCO Board and Transition Team, ensuring effective coordination, transparent information management, and smooth operations throughout the establishment phase. This includes managing secretariat functions, responding to LGOIMA and other information requests, supporting communications, and delivering general administrative assistance.</p>  |
| <b>In House Legal</b>                   | <p>The purpose of the WSCCO in-house legal function is to enable the lawful and effective establishment of the WSCCO by providing clear, timely, and practical legal advice on the development, negotiation, and execution of appropriate legal documentation and governance instruments</p>   |
| <b>Executive Officer</b>                | <p>The purpose of the Executive Officer is to enable the effective establishment of the WSCCO by providing high quality executive and governance support, and by ensuring that the organisation's critical establishment documentation and records are consistently prepared, controlled, and managed</p>  |
| <b>Finance Process Business Analyst</b> | <p>The purpose of the Finance Business Analyst is to enable the effective establishment and early operation of the WSCCO by providing robust financial analysis, structured requirements, and practical insights that support the design, implementation, and transition of fit-for-purpose financial systems, processes, and reporting frameworks</p>   |
| <b>WSCCO Advisory Support</b>           | <p>The purpose of the WSCCO Advisory Support role is to provide senior level strategic and commercial advice that informs the design of the WSCCO's functional structure, operating model, and commercial arrangements during establishment</p>  |

## 11. Planning Considerations

### Establishment Risks & Issues

The project's approach to Risk management is outlined in the following slides and is aligned to the NPDC Risk Management Framework. Risks have been identified for Phases 1 & 2 and are being maintained in a separate risk register for the project.

Risk workshops will be held at least quarterly to identify further risks and this register will be kept live by the Establishment Director throughout the project.

### Risk Management Responsibilities and reporting

- WSCCO Establishment risks will be captured in the, the custodian of which is the Establishment Director.
- Risk reporting is the responsibility of the Establishment Director. The top risks across the Establishment Project will be reported in the monthly Project Report and risk treatment progress discussed at the WSCCO Board meeting.
- Those risks which are either unusually high, or require Board discussion to ensure adequate mitigation, will be raised and discussed at relevant monthly Board meetings.

**The WSCCO Establishment Risk Register is being maintained in the Project's Sharepoint environment.**

### Assumptions & Constraints

There are a number of assumptions made in relation to establishment. These will have a material impact on establishment if they were found to be incorrect:

1. Local Water Done Well will progress as currently proposed by Central Government.
2. There is available capability either within Council or the local market to fulfil key establishment roles
3. There is sufficient support provided by Council functional areas and availability of knowledgeable staff to assist the project in achieving its goals
4. Governance Board members have sufficient time and desire to engage in governance meetings and discussions
5. There is continuity of governance board membership throughout establishment phases

The primary constraint for the project is time. NP WSCCO establishment has a core time constraint of 20 months (Nov 2025 to July 2027) as per the commitments made in the adopted WSDP.

A secondary constraint is the availability of knowledgeable individuals are made available to support in a timely manner.

### Establishment Documentation

The ongoing maintenance of all core establishment documentation is the accountability of the Establishment Director, supported by the broader team.

This does not include all project level planning and documentation which will be maintained by the responsible Leads.

### Change Control

A change control approach will be put in place for the Project, including both change requests and exception reporting. Any changes to scope, or deviations of time or significant cost outside of tolerance will be submitted to the Board for approval via a Change Request. The Change Request must outline the description of the change, an impact analysis and highlight any financial implications.

Where change cannot be anticipated in advance, an Exception report will be submitted to the Board outlining the same information as above for discussion.

### Meetings

The table below outlines regular project meetings and briefings:

| Meeting Type              | Minimum Frequency | Purpose  |
|---------------------------|-------------------|--|
| Sponsor/NPDC CE Briefings | Monthly           | Strategic direction  |
| WSCCO Board               | Monthly           | Strategic guidance and advice to Establishment CE  |
| Oversight Group           | Monthly           | Stakeholder-level support during establishment   |
| Council briefings         | Quarterly         | Establishment progress and approvals as required (potentially through a Council Committee) |

### Reporting

The Establishment project will be reported on monthly using a standard Progress Report. The report will be submitted to the WSCCO Board and Sponsor via the Establishment CE and others as required.

Each workstream lead will be required to produce a separate monthly report to incorporate into the project report including progress against timelines and deliverables.

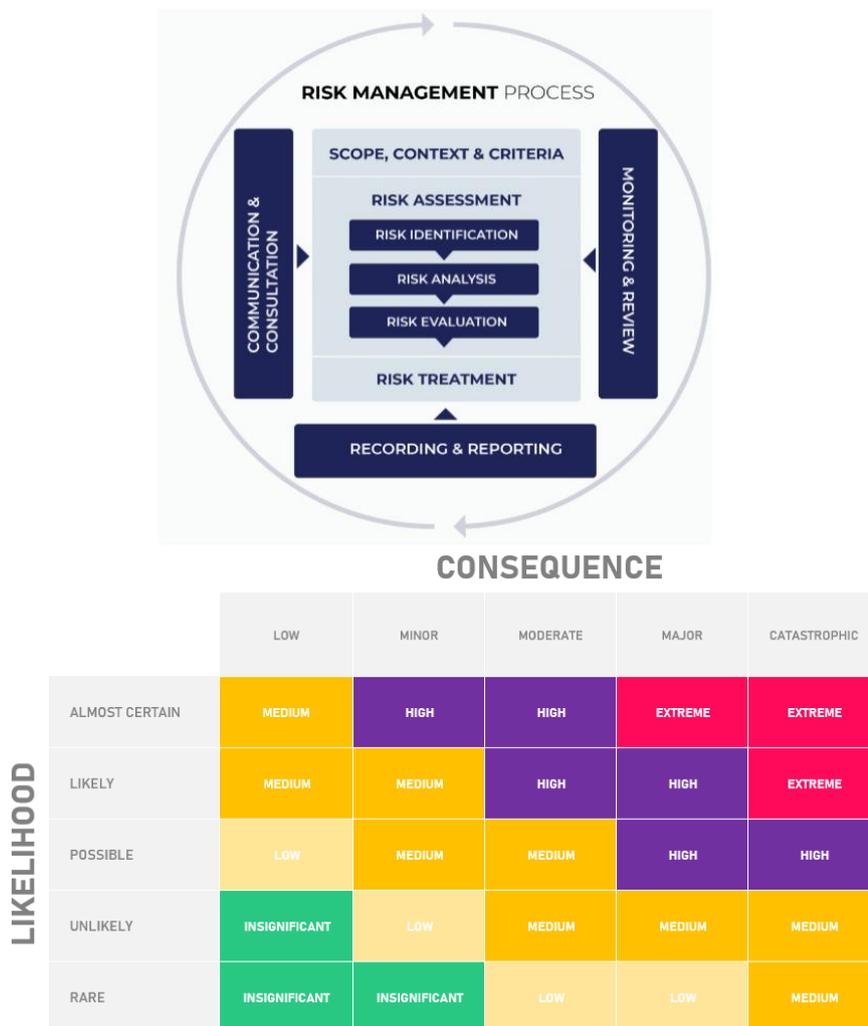
The following table lists the reporting requirements for the project:

| Audience                             | Report Type  | Frequency                      |
|--------------------------------------|--|--------------------------------|
| WSCCO Board                          | Project report   | Monthly – by 7th of each month |
| Oversight Group                      | Email/verbal updates                                   | As required                    |
| Council                              | Formal Requests for approval and other reporting (TBC) | As required                    |
| Department of Internal Affairs (DIA) | Separate reporting to begin in April 2026.             | Quarterly                      |

## 12. Risk Management Approach

Risks to the successful delivery of WSCCO Establishment will be managed in accordance with NPDC's Risk Management Framework

The high-level risk management process is summarised in the figure below, followed by NPDC's Risk Assessment Matrix.



### 13. Financial Management

Estimated establishment costs were incorporated into the adopted **Water Services Delivery Plan** and previously reported to Council. This was detailed in **Appendix 10: Financial Modelling Summary** of the Council report (ECM9527370), which stated:

*“For the NPDC WSCCO, establishment costs are estimated at 6% of operating expenditure over five years, equating to approximately \$9.3 million in total, or \$1.85 million per annum.”*

The same report also identified additional governance costs of approximately \$100,000 per annum, separate from the Three Waters corporate governance overheads.

While the establishment programme is not being managed to a formal project budget, actual establishment costs are being actively tracked and monitored to ensure expenditure remains within the approved financial envelope.

Financial tracking has commenced and currently includes the following cost categories:

- Personnel costs associated with backfilling internal staff seconded to WSCCO-related work
- Costs of new roles required to support the WSCCO operating model (including the Establishment Chief Executive)
- External capability and contracted support required to meet delivery timeframes and specialist requirements
- Governance, corporate, digital, and compliance costs necessary to establish the entity and support Board operations

The objective of proactive cost management is to ensure:

- The project expenditure remains within agreed parameters
- Ensure that the project transparently demonstrates actual costs incurred from establishment activities

#### **Cost Management Process and Reporting**

- Workstream Leads are responsible for advising the Establishment Director of any changes needed to their Workstream's forecast costs.
- To ensure all expenditure is correctly allocated to the project, all purchase order requests and invoices are to be processed through the Secretariat.

#### **Cost Coding**

The Project has been set up within TechOne and has its own Cost Centre. Any purchase order for project related expenditure is to be raised by the Secretariat in this cost centre.

## **14. Stakeholder Engagement and Communications**

#### **Stakeholder Engagement Strategy & Plan**

A Stakeholder Engagement Strategy and Plan has been developed by the Change & Engagement Lead with input from the Establishment CE and NPDC Communications Team for the establishment phase.

The Stakeholder Engagement Strategy and Plan includes the project's stakeholder engagement principles, desired outcomes and approach.

The related plan includes a full list of internal and external stakeholders that have an interest in the establishment and will set out how the project will impact them, the objective for each relationship and the approach to engagement (including frequency and engagement mechanisms).

#### **Communications Approach**

Both an Internal and External Communications Plan will be drafted with key messages, which initially covers Phases 1 & 2 (Legal Incorporation and Contract Delivery Model).

An open and transparent communication approach is required from the outset, which uses a combination of reports, briefings, meetings, workshops, direct discussions and email communication mediums.

A full analysis of key stakeholders and their communication needs will be undertaken and captured, and key messages will continue to be developed as part of the proactive communications plan under development for the project.

#### **Te Tiriti Partners Approach**

We affirm our commitment to Te Tiriti principles as a core organisational value and a foundation principle for engagement.

In practice, iwi and hapū engagement and relationships will be led through a separate, dedicated strategy owned by the Strategy & Te Tiriti Partnerships Director, due for completion by the end of February 2026.





Strategy & Policy



Director Allocated: Joshua Hitchcock

Project Start: 24/11/25  
 Display Week: 12  
 Today: 27/02/2026 14

| TASK  | DELIVERABLE DESCRIPTION   | DEPENDENCIES   | ASSIGNED TO                                | PROGRESS | START    | END      | DAYS | Feb 9, 2026 |   |   |   |   |   |   | Feb 16, 2026 |   |   |   |   |   |   | Feb 23, 2026 |   |   |   |   |   |   | Mar 2, 2026 |   |   |   |   |   |   | Mar 9, 2026 |   |   |   |   |   |   | Mar 16, 2026 |   |   |   |   |   |   | Mar 23, 2026 |   |   |   |   |   |   | Mar 30, 2026 |  |  |  |  |  |  |
|---|---|--|--|----------|----------|----------|------|-------------|---|---|---|---|---|---|--------------|---|---|---|---|---|---|--------------|---|---|---|---|---|---|-------------|---|---|---|---|---|---|-------------|---|---|---|---|---|---|--------------|---|---|---|---|---|---|--------------|---|---|---|---|---|---|--------------|--|--|--|--|--|--|
|   |   |  |  |          |          |          |      | M           | T | W | T | F | S | S | M            | T | W | T | F | S | S | M            | T | W | T | F | S | S | M           | T | W | T | F | S | S | M           | T | W | T | F | S | S | M            | T | W | T | F | S | S | M            | T | W | T | F | S | S |              |  |  |  |  |  |  |
| <b>Legal Incorporation</b>                                |   |  |  |          |          |          |      |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| Recruitment of Strategy & Policy Lead                     |   |  | Strategy & Te Tiriti Partnerships Director | 100%     | 17/11/25 | 8/12/25  | 16   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| <b>Contract Delivery Model</b>                            |   |  |  |          |          |          |      |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| <b>Te Tiriti Partnership Strategy</b>                     |   |  |  |          |          |          |      |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| Iwi/WSCCO Transition Engagement Strategy                  | A strategy that guides WSCCO to identify the appropriate platforms, forums and channels for ongoing iwi/mana whenua engagement, grounded in tikanga, Te Ao Māori and partnership principles | Ngā Kaitiaki Forum's update supported by NPDC Iwi Relationship team    | Strategy & Te Tiriti Partnerships Director | 90%      | 26/01/26 | 31/03/26 | 47   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| Tikanga and cultural competency                           | Articulation of how Te Tiriti will be embedded at all levels. Delivered by Dion Tuuta in workshop format with the Board   | Cultural Competency workshops Iwi/WSCCO Transition Engagement Strategy | Establishment Chief Executive              | 25%      | 1/02/26  | 30/06/26 | 107  |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| Input into business planning processes                    | Engagement with Te Tiriti Partners into business planning processes, may include site visits etc.   | Business planning processes defined (high level) Iwi/WSCCO Transition  | Establishment Chief Executive              | 10%      | 1/02/26  | 30/06/26 | 107  |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| Te Tiriti Principles Strategy                             | How we will apply Te Tiriti principles to WSCCO's business. Requires upfront engagement and discussion with iwi/mana whenua this calendar year. An input into the SFP.                      | Iwi/WSCCO Transition Engagement Strategy                               | Strategy & Te Tiriti Partnerships Director | 0%       | 1/04/26  | 30/09/26 | 131  |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| <b>Risk Management</b>                                    |   |  |  |          |          |          |      |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| Establishment Risk & Issue Register                       | Risk and Issue register to capture, track and manage establishment risks/issues and associated treatments   | Transition Team in place   | Establishment Director                     | 100%     | 1/12/25  | 20/12/25 | 15   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| Risk Workshop   | To build on the establishment risk register for the Contract Delivery Model phase   | Establishment Risk & Issue Register                                    | Establishment Director                     | 100%     | 1/02/26  | 28/02/26 | 20   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| Thermal Dryer/Bioboost risk oversight                     | Paper outlining the risk and mitigation plan at the May Board meeting.  | Three Waters team input  | Three Waters Manager                       | 0%       | 1/04/26  | 31/05/26 | 43   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| <b>Stormwater SL Agreement</b>                            |   |  |  |          |          |          |      |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| Policy review   | Review of policies related to Stormwater  |  | Strategy & Policy Lead                     | 100%     | TBC      | TBC      | 0    |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| Summary of touch points following 1st workshop            | Write up of Workshop 1 outputs to define touchpoints  |  | Strategy & Policy Lead                     | 100%     | 15/12/25 | 9/01/26  | 20   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| Workshop no 2   | Detailed workshop exploring strategic drivers and options around stormwater delivery  |  | GM Operational Excellence                  | 100%     | 14/01/26 | 14/01/26 | 1    |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| Draft stormwater delivery options memo to TRU             | Write up of Workshop 2 in the form of TRU memo for discussion   |  | Strategy & Policy Lead                     | 100%     | 20/01/26 | 23/01/26 | 4    |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| Review by stormwater working group                        | Review of TRU memo  | Completion of draft report   | Strategy & Policy Lead                     | 100%     | 23/01/26 | 28/01/26 | 4    |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| TRU agenda closes   | n/a   | Approval of the report by the working group                            | Strategy & Policy Lead                     | 100%     | 29/01/26 | 29/01/26 | 1    |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| TRU meeting/decision on stormwater delivery               | n/a   | Report submission by agenda close                                      | Te Ranga Urungi                            | 100%     | 3/02/26  | 3/02/26  | 1    |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| Additional engagement with Business on SW delivery        | Acting on feedback from TRU regarding Stormwater planning and delivery engagement   | TRU meeting  | Strategy & Policy Lead                     | 0%       | 27/02/26 | 31/05/26 | 66   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| Second TRU hui on SW delivery options                     | Post engagement with business, second discussion re SW delivery model with TRU  | Additional engagement with business                                    | GM Operational Excellence                  | 0%       | 1/06/26  | 30/06/26 | 22   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| <b>Transfer Agreement/s</b>                               |   |  |  |          |          |          |      |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| Review of policy, DIA template, other transfer agreements |   |  | Strategy & Policy Lead                     | 80%      | 5/01/26  | 27/02/26 | 40   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| Memo identifying initial decisions to be made             | Key principles agreed with NPDC (including negotiation process/timing)  |  | Strategy & Policy Lead                     | 100%     | 9/01/26  | 23/01/26 | 11   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| Due Diligence Plan approved by Board                      | Transfer Agreement process development overview. Assets, liabilities, contracts, debt overview - link to risks to inform the Transfer Agreement   |  | WSCCO In House Legal                       | 30%      | 20/02/26 | 10/03/26 | 13   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| Due Diligence Plan received by Board                      | n/a   |  | WSCCO In House Legal                       | 0%       | 17/03/26 | 17/03/26 | 1    |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| Identify decision makers (see template)                   |   |  | Strategy & Policy Lead                     | 100%     | 6/01/26  | 9/01/26  | 4    |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| Review clauses with WSCCO HR, CEO, Legal, Services        |   | Hiring of legal assistance   | Establishment Chief Executive              | 0%       | 9/01/26  | 31/03/26 | 58   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| Link with SW SLA if needed                                |   | Agreement of stormwater services delivery                              | GM Operational Excellence                  | 0%       | 9/01/26  | 31/03/26 | 58   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| Discuss land transfer with Property                       |   |  | Strategy & Policy Lead                     | 10%      | 2/02/26  | 30/04/26 | 64   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| Asset due diligence for Transfer Agreement                | Refer to asset due diligence activity in Asset Management workstream  | Asset Management Plan  | Strategy & Policy Lead                     | 0%       | 1/03/26  | 31/05/26 | 65   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| Draft Transfer Agreement                                  | Drafted by external legal with input from Transition Team (in-house legal)  |  | Strategy & Policy Lead                     | 0%       | 1/03/26  | 31/03/26 | 22   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| Legal review and legal wording                            | Legal review of draft Transfer Agreement  | Hiring of legal assistance   | WSCCO In House Legal                       | 0%       | 1/04/26  | 30/04/26 | 22   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| Draft Transfer Agreement review by WSCCO Board            | And approval to share draft with NPDC for review/inout  | Draft Transfer Agreement   | Strategy & Policy Lead                     | 0%       | 15/04/26 | 30/04/26 | 12   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| Review by NPDC WSCCO Oversight Committee                  |   | WSCCO Board review   | Strategy & Te Tiriti Partnerships Director | 0%       | 1/05/26  | 15/05/26 | 11   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| Council report to accompany Transfer Agreement            |   |  | Strategy & Policy Lead                     | 0%       | 1/05/26  | 31/05/26 | 21   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| Council meeting agenda deadline                           |   |  | Strategy & Policy Lead                     | 0%       | 2/06/26  | 2/06/26  | 1    |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| Approval by Council at June Council Meeting               |   |  | Strategy & Te Tiriti Partnerships Director | 0%       | 25/06/26 | 25/06/26 | 1    |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |
| Define planning interface with Council                    | Agreement re how strategic planning and other relevant planning functions interface with the WSCCO through the contract delivery model  |  | Establishment Chief Executive              | 0%       | 1/03/26  | 31/03/26 | 22   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |















Customer

Director Allocated Joshua Hitchcock

Project Start: 24/11/25  
 Display Week: 12  
 Today: 27/02/2026 14



| TASK   | DELIVERABLE DESCRIPTION   | DEPENDENCIES   | ASSIGNED TO                       | PROGRESS | START    | END      | DAYS | Feb 9, 2026 |   |   |   |   |   |   | Feb 16, 2026 |   |   |   |   |   |   | Feb 23, 2026 |   |   |   |   |   |   | Mar 2, 2026 |   |   |   |   |   |   | Mar 9, 2026 |   |   |   |   |   |   | Mar 16, 2026 |   |   |   |   |   |   | Mar 23, 2026 |  |  |  |  |  |  | Mar 30, 2026 |  |  |  |  |  |  |
|--|---|--|-----------------------------------|----------|----------|----------|------|-------------|---|---|---|---|---|---|--------------|---|---|---|---|---|---|--------------|---|---|---|---|---|---|-------------|---|---|---|---|---|---|-------------|---|---|---|---|---|---|--------------|---|---|---|---|---|---|--------------|--|--|--|--|--|--|--------------|--|--|--|--|--|--|
|  |   |  |                                   |          |          |          |      | M           | T | W | T | F | S | S | M            | T | W | T | F | S | S | M            | T | W | T | F | S | S | M           | T | W | T | F | S | S | M           | T | W | T | F | S | S | M            | T | W | T | F | S | S |              |  |  |  |  |  |  |              |  |  |  |  |  |  |
| <b>Legal Incorporation</b>                           |   |  |                                   |          |          |          |      |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |              |  |  |  |  |  |  |
| Finalise Company name/Gifting Arrangements           | Working with local mana whenua to agree a formal company name   | Board approval   | Establishment Chief Executive     | 75%      | 10/11/25 | 24/12/25 | 33   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |              |  |  |  |  |  |  |
| Company logo   | Working with local designer to develop Company logo   | Company name   | Establishment Chief Executive     | 50%      | 1/02/26  | 31/03/26 | 42   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |              |  |  |  |  |  |  |
| <b>Contract Delivery Model</b>                       |   |  |                                   |          |          |          |      |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |              |  |  |  |  |  |  |
| D Summary of customer channels (input to SLA)        | Document outlining existing and proposed customer channels for the WSCCO both short and medium term   | Customer & Comms Manager review  | Establishment Director            | 100%     | 5/01/26  | 31/03/26 | 62   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |              |  |  |  |  |  |  |
| D Customer Services SLA                              | Contact centre, billing, and privacy to be handled by NPDC in the short to medium term. Build out plan and detail via SLAs  | Summary of customer channels   | Services Lead                     | 80%      | 1/02/26  | 31/05/26 | 85   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |              |  |  |  |  |  |  |
| D Website requirements (high-level)                  | Outlining functional and non-functional requirements for website design to inform website design  | n/a  | Establishment Director            | 100%     | 9/01/26  | 30/01/26 | 16   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |              |  |  |  |  |  |  |
| D Website design (basic landing page/MV)             | Design storyboarding and other technical elements to enable website design  | High level website requirements  | Establishment Chief Executive     | 75%      | 2/02/26  | 31/03/26 | 42   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |              |  |  |  |  |  |  |
| Company brand guidelines                             | Working with NPDC in-house capability   | Board approval   | Establishment Chief Executive     | 50%      | 10/11/25 | 30/04/26 | 124  |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |              |  |  |  |  |  |  |
| Branding Guidelines adopted by Board                 |   |  |                                   |          |          |          |      |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |              |  |  |  |  |  |  |
| IP Protections                                       | IP protection activities to secure Company Name and Brand plus associated IP  | Name agreed by Board   | Establishment Chief Executive     | 50%      | 1/03/26  | 30/04/26 | 44   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |              |  |  |  |  |  |  |
| Customer KPIs (input into SLA)                       | Part of Strategic Objectives  |  | Establishment Director            | 50%      | 5/01/26  | 31/03/26 | 62   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |              |  |  |  |  |  |  |
| D Emergency Management (notification channel review) | Review of current emergency management contacts and SIMs processes  | n/a  | tegy & Te Tiriti Partnerships Dir | 0%       | 6/04/26  | 29/05/26 | 40   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |              |  |  |  |  |  |  |
| D Demand Management (key messages)                   | Customer-ready key messages explaining how behaviours influence affordability, costs, and pricing. Aligned with financial modelling and Pricing Policy, and formatted for use across all customer channels. | - Financial Model requirements (architecture & assumptions)<br>- Pricing Policy v1<br>- Cashflow Objectives<br>- Customer Channels Summary (input to SLA)<br>- Website requirements<br>- Emergency Management notification channel review<br>- Company brand / name<br>- Complaints & customer framework | Finance Lead                      | 0%       | 6/04/26  | 29/05/26 | 40   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |              |  |  |  |  |  |  |
| <b>Full Establishment</b>                            |   |  |                                   |          |          |          |      |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |              |  |  |  |  |  |  |
| D Customer Charter review                            | Development of a customer charter, working with NPDC Charter as a basis   | NPDC Customer Charter review   | TBC                               | 0%       | 1/09/26  | 31/10/26 | 44   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |              |  |  |  |  |  |  |
| D Rebates/hardship policy                            | Development of a Hardship Policy, working with NPDC Charter as a basis  | NPDC Hardship Policy review  | TBC                               | 0%       | 1/04/27  | 31/05/27 | 43   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |              |  |  |  |  |  |  |
| D Customer Contract                                  | Contract between WSCCO and customer re charging and T&Cs  | Transfer Agreement Services Act review   | TBC                               | 0%       | 1/04/27  | 31/05/27 | 43   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |              |  |  |  |  |  |  |
| Insert new rows ABOVE this one                       |   |  |                                   |          |          |          |      |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |   |   |   |   |   |   |             |   |   |   |   |   |   |             |   |   |   |   |   |   |              |   |   |   |   |   |   |              |  |  |  |  |  |  |              |  |  |  |  |  |  |









**Date:** 5 March 2026

**To:** WaterCo1 Board

**Author:** Nicolette West, Strategy & Policy Lead

**Subject: Policy framework for WaterCo1**

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**Purpose**

The purpose of this memo is to propose the process for developing a WaterCo1 policy framework which will progressively replace the New Plymouth District Council (NPDC) policies currently in use.

**Recommendations**

It is recommended that you:

- **ENDORSE** the process for developing the policy framework and associated policies over the next 16 months.
- **NOTE** that a high level outline of the policy framework will be provided to the Board for comment at the 25 May 2026 Board meeting.
- **NOTE** that NPDC policies will continue to apply until superseded by WaterCo1 policies formally adopted by the Board.

**Background**

WaterCo1's currently operates under a Transitional Support Agreement (TSA) whereby New Plymouth District Council (NPDC) covers all costs and provides support services. During transition, NPDC policies and procedures will be followed, which is appropriate given that all staff are currently employed by NPDC.

Now that WaterCo1 Ltd has been established as a separate legal entity, it is timely to start development of the policies and procedures needed to ensure robust controls and manage organisational risk.

**Opportunity Definition**

Functions for water and wastewater service provision will transfer to WaterCo1 through a Transfer Agreement proposed for Council adoption in June 2026<sup>1</sup>. Operation and management responsibilities, along with associated staff, are proposed to transfer within three months of the agreement being signed. Statutory responsibility, contracts, assets and associated debt and revenue are proposed to transfer on 1 July 2027. The development of policies and procedures will need to align with this transition timeline.

**Analysis**

It is proposed that the policy framework be developed taking a risk based approach. Policy development will be prioritised by focusing on the highest-risk areas while also taking account of the

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<sup>1</sup> Dependent on Board endorsement of the Transfer Agreement approach also considered at the 17 March Board meeting.

transition timeline. This will ensure that policies for high-risk activities are in place before functions transfer.

The first step will be to develop a high level outline of the policy framework. This outline will set the pathway for subsequent policy development and will be shared with the Board prior to policy drafting.

The policy framework will cover six general risk categories.

- Governance & Corporate
- Financial Management & Controls (assumed highest priority)
- People & Culture (aligned to staff transfer)
- Health, Safety & Wellbeing
- Legal, Compliance & Risk
- Operations & Service Delivery

Existing NPDC policies will be used as a foundation for WaterCo1 policies where appropriate. This will enable timely policy development while maintaining continuity, reducing risk and ensuring immediate compliance. Policies will be grouped by risk category and presented to the Board for adoption in packages over the next 16 months, leading up to full transfer of functions to the WSCCO. The policy development pathway will generally follow the process outlined below.

- review NPDC policy
- legislative review and gap analysis
- engagement with subject matter experts
- drafting
- legal review
- Board Committee review
- Board adoption
- Implementation and communication plan

Appendix A sets out an initial list of priority policies, with a particular focus on financial and human resources areas. This list is expected to evolve as the policy framework is further developed.

### **Next Steps**

A high level outline of the policy framework will be developed over the next two months, based on the key risks identified and the policies required to address them. Policy development will then be prioritised according to risk and transfer timing. The draft outline will be presented to the Board at the 25 May 2026 meeting for feedback before detailed drafting begins.

## **Appendix A: Initial list of priority policies**

### Governance and Corporate

- Delegation to the CEO

### Financial Management and Controls

- Sensitive Expenditure Policy
- Anti-Fraud and Corruption Policy
- Procurement Policy (with specific Financial Delegation)

### People and Culture

- Code of Conduct
- Management of information about employee's

### Health, Safety and Wellbeing

- Health and Safety Policy
- Drug and Alcohol Policy
- Motor Vehicle Usage Policy

**Date:** 17 March 2026

**To:** WSCCO Board of Directors

**From:** Courtney Crowther, Finance Business Analysis Lead

**Cc:** Neil Holdom, Interim CE; Mark Hall, Strategy & Te Tiriti Partnership Director, Helen Gray, Establishment Director.

**SUBJECT: Funding and Borrowing Options for Establishment and Transitional Operations**

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**Purpose**

To seek Board approval to proceed on WSCCO's preferred approach to establishment and transitional funding, including the decisions required to progress:

1. NPDC transitional lending (status quo)
2. LGFA long-term borrowing pathway
3. A commercial banking and credit facility (e.g., Westpac)

This paper outlines the implications of each option and presents a full set of Board resolutions to enable clear governance direction.

**Recommendations**

It is recommended that the Board:

**APPROVE** officer's recommendation of an NPDC Loan and Credit Facility as the WSCCO's primary funding option.

**NOTE** a Business Transact account and a Business Online Saver account have been requested to be opened with Westpac. The application required two authorised signatories, which have been provided as Michael Sage and Sara Brownlie. The application has been submitted and is currently awaiting Westpac's verification and completion of the bank's due-diligence process.

**DIRECT** Management to negotiate required arrangements and return final terms for approval.

**Context and Assessment**

WSCCO requires establishment funding ahead of 1 July 2027, when responsibility for operational expenditure transitions away from NPDC. Three funding pathways exist:

**Option 1 – NPDC Loan & Credit Facility (Status Quo) \*RECOMMENDED APPROACH\***

Short-term / transitional – cleanest and lowest cost

NPDC can continue to support WSCCO through transitional lending:

- **Interest rate:** NPDC's average cost of borrowing (3.8% as at December 2025)
- **Method:** Interest calculated monthly; rate reset quarterly
- **Operational expenditure:** NPDC continues funding until 1 July 2027 under the Transition Agreement

- **Cost:** No facility fees
- **Administrative effort:**
  - Short-term Minimal - arrangements already in place under a Transitional Services Agreement between NPDC and WSCCO.
  - A longer-term loan facility arrangement will need to be in place for the period 1 July 2026 to 30 June 2027.

LGFA also permits NPDC loans to temporarily share equal security with LGFA debt for up to three years, enabling future refinancing into LGFA if required.

This is the cleanest, simplest, and most cost-efficient approach for establishment.

### **Option 2 – LGFA Borrowing Framework (Long-term Funding Platform)**

Long-term, lower-cost borrowing aligned with water sector financing.

The LGFA (per its January 2026 update) can now lend to WSCCO before operational commencement, provided any shareholding council(s) give joint and several guarantees to the WSCCO in respect of any borrowing by the WSCCO from LGFA

Two guarantee models are possible:

1. Shareholder agreement percentages; or
2. Drinking water connections — LGFA's preferred long-term basis

**Note:** As a single council CCO, NPDC would be required to guarantee 100% of the WSCCO's borrowings from LGFA irrespective of the guarantee model chosen.

Other LGFA features:

- Council loans may share security for up to three years
- LGFA can refinance NPDC transitional lending
- Sustainable lending product under development (discounted margins)

This option requires significant governance decisions, legal negotiation attracting additional legal fees, and council guarantee alignment.

### **Option 3 – Westpac Commercial Credit Facility (Long-term Banking Facility)**

Higher cost but offers lender independence

A Westpac facility would provide an independent long-term banking structure, with funding available for establishment or operations.

Costs include:

- **Interest:** floating interest rate, estimated ~5% currently, calculated daily on balance drawn from facility
- **Facility fee:** Fixed facility fee of ~\$3,500 annually per \$1m available, irrespective of whether facility is utilised and separate from any interest costs
- **Security:** May require NPDC guarantee or shared security over water charges

Critically, establishing a banking facility requires Board approval to open WSCCO's bank account, due to governance and delegation settings.

This option is more complex and more expensive than NPDC or LGFA.

### **Recommended Approach:**

Based on cost, simplicity, and timing, retaining the **NPDC transitional funding arrangements** (status quo) is recommended as the primary establishment approach.

This avoids unnecessary bank account establishment, commercial fees, and complex LGFA guarantee arrangements during the establishment phase. Long-term funding can be revisited closer to 2027 when WSCCO's borrowing needs are clearer.

### Key Findings

1. Status quo with NPDC is the cleanest and most cost-efficient option for establishment and transition.
2. LGFA offers the most suitable long-term funding structure but requires significant upfront governance decisions.
3. Westpac provides independence, but with higher cost and administrative overhead.
4. Establishing a banking facility requires explicit credit applications and Board approval, aligning with WSCCO's governance model.
5. -A phased approach - NPDC (short-term) then LGFA (long-term) - provides the clearest and most financially efficient pathway.

### Next Steps

Subject to Board direction:

1. **Confirm NPDC Transitional Arrangements**
  - Finalise a funding agreement documenting interest, draw down, reporting and audit expectations.
  - Confirm classification of establishment and operational expenditure with NPDC's finance team.
2. **Monitor LGFA Framework**
  - Track LGFA guarantee structures, sustainable lending product development, and accession timelines.
  - Prepare a later decision paper on long-term borrowing strategy.
3. **Update the Board prior to 1 July 2027**
  - Provide a refined long-term funding plan incorporating LGFA options, commercial alternatives, and projected borrowing requirements.

# **New Plymouth District Water Service Council Controlled Organisation Establishment Phase**

**Communications Plan  
(Live document)**

**Author:  
Yin Shan Welton  
Change & Engagement Lead**

**Date: November 2025**

## DOCUMENT INFORMATION

### DOCUMENT PROPERTIES

This table describes this version of the document.

|                       |   |
|-----------------------|---|
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| <b>Author</b>         | Yin Shan Welton, Change & Engagement Lead       |
| <b>Version Number</b> | 0.2   |
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| 0.1         | 16/11/2025 | Document created                                       |
| 0.2         | 13/01/2026 | Document updated after Establishment Director's review |
|             |            |  |
|             |            |  |

### DOCUMENT REVIEW

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| Name       | Title                  | Review Status |
|------------|------------------------|---------------|
| Helen Gray | Establishment Director | Complete      |
|            |                        |               |
|            |                        |               |

### APPROVAL

This table lists those who have approved this document.

| Role                          | Endorsement | Signed                           |
|-------------------------------|-------------|----------------------------------|
| <b>WSSCO Establishment CE</b> | Approved    | Via email approval on 19.01.2026 |
| Neil Holdom                   |             | Date:                            |

**BACKGROUND:**

New Plymouth District Council has resolved to establish a Water Services Council Controlled Organisation (WSCCO) to manage the district's drinking water and wastewater services. This decision was made at the Council meeting on 22 July 2025, in response to new national legislation. This transition is a significant organisational shift that will reshape governance, operations, and workforce structures over an extended period, culminating in full operational independence on 1 July 2027.

The direction is now clear: NPDC will move from direct delivery of water services to a model where WSCCO operates as a legally incorporated entity. This change is not just structural—it impacts people, culture, and processes. NPDC staff have already experienced considerable change in recent years, including a restructure and national reforms, leading to change fatigue. Despite this, morale within the Three Waters team is improving, and clarity about the future is emerging. Sustaining this momentum is critical.

Why Change and Engagement Important?

- Change management is essential to reduce resistance, maintain morale, and ensure service continuity.
- NPDC staff are deeply committed to serving the community; uncertainty about roles and the future operating model can undermine trust and productivity.
- Effective engagement provides clarity, stability, and support, helping staff understand the journey and future state.
- Embedding change management from the outset safeguards organisational resilience and positions WSCCO for success.

Why Especially for NPDC Staff

- Many staff will experience indirect impacts even if not transitioning—such as cultural shifts, new ways of working, and changes in NPDC's core business.
- For those directly impacted (Three Waters and support functions), the transition involves potential new employment arrangements, reporting lines, and processes.
- Without proactive communication and engagement, risks include confusion, resistance, and operational inefficiencies.

**PURPOSE:**

To ensure all stakeholders (internal, external, and WSCCO team) are informed, engaged, and prepared for the transition. This communications plan will support transparency, build trust, reduce uncertainty, and reinforce NPDC's commitment to staff wellbeing and community confidence throughout the WSCCO establishment process.

**KEY MESSAGES:**

- This change is a legal requirement and an opportunity to improve water services for our community.
- NPDC is establishing a WSCCO to deliver safe, reliable drinking water and wastewater services.
- NPDC remains committed to staff wellbeing and service continuity throughout the transition.
- WSCCO will operate under strong governance and in partnership with mana whenua.
- Open and transparent communications is a cornerstone of the process.

**GOVERNANCE & PROCESS:**

- Communications will align with NPDC's policies and statutory obligations under the Local Government Act 2002.
- Approval of key messages and external releases will sit with the related accountable person (s) (as identified in the table below) and Customer and Communications Manager.
- Internal communications will be coordinated by the Change & Engagement Lead with NPDC Comms Team.

|  | Activity Deliverable                     | Target Group   | Messaging Objectives   | Who Authorises  | Delivery   |                                      | Planned Date   | Actual Date   | Cost |
|--|--|--|--|---|--|--------------------------------------|--|---|------|
|  |  |  |  |   | Channel  | Who is responsible                   |  |   |      |
| Internal   | WSSCO CE Kickstart Meet and Greet hui    | Three Waters Team  | Reinforce WSSCO's commitment to Tikanga and Kotahitanga, build trust with 3Ws teams, and set a collaborative tone from Day 1.  | N/A   | Presentation at Civic Centre, WTP and WWTP                                       | Yin Shan Welton<br>Mark Hall         | 10 Nov   | 10 Nov (CC & WWTP)<br>12 Nov (WTP)                      | N/A  |
|  | WSSCO CE drop-in session                 | Three Waters Team, Major Projects and Planning, Project Delivery and Portfolio Services team                                 | Demonstrate accessibility and transparency through an open-door approach, encouraging questions and dialogue.  | N/A   | Casual drop-in at Plymouth Room  | Neil Holdom                          | 13 Nov   | 13 Nov  | N/A  |
|  | 10@10 session                            | All NPDC staff   | Introduce WSSCO Strategy and Te Tiriti Partnerships Director, share foundational information, and validate partnership principles.   | Helen Gray  | Ignite the Momentum group 10@10 session  | Katherine Pollard<br>Yin Shan Welton | 2 Dec  | 2 Dec   | N/A  |
|  | Featuring in Heads-up                    | All NPDC staff   | Provide a clear, concise update on Local Water Done Well progress and WSSCO development to all NPDC staff.   | Helen Gray  | Heads-up internal newsletter   | Faleatua<br>Yin Shan Welton          | 10 Dec   | 10 Dec  | N/A  |
|  | Pop-up Station                           | All NPDC staff   | Create an informal, approachable space for staff to ask questions and learn about WSSCO plans, reducing uncertainty.   | Helen Gray  | A pop-up station based at NPDC Café area   | Yin Shan Welton                      | 3 Dec,<br>10 Dec   | 3 Dec,<br>10 Dec  | N/A  |
|  | Internal LWDW website update             | All NPDC staff   | To ensure latest update is available for all staff regarding LWDW and WSSCO development  | Helen Gray  | Internal page <a href="#">Local Water Done Well</a>                              | Yin Shan Welton<br>Faleatua Malili   | 10 Dec   | 10 Dec  | N/A  |
|  | Monthly 1-pager update                   | Three Waters Team, Major Projects and Planning, Project Delivery and Portfolio Services team                                 | Maintain consistent communication on WSSCO milestones and progress to keep teams informed and engaged.   | Helen Gray  | Circulating the 1-pager to the team managers to distribute to their team members | Yin Shan Welton                      | On-going<br><br>Monthly bases<br>Oct Jan<br>Nov Feb<br>Dec | 8 Oct<br>25 Nov<br>19 Dec<br>28 Jan 2026<br>28 Feb 2026 | N/A  |
|  | Elected Members Council briefing meeting | Elected Members  | Equip elected members with background and key information ahead of WSSCO Constitution adoption, reinforcing transparency.  | Gareth Green  | Council meetings   | Mark Hall<br>Helen Gray              | 17 & 18 Dec  | 18 Dec  | N/A  |
|  | Pulse check 1 - Change Management        | Three Waters Team  | To check how effective recent change initiatives have been since November and reflect on what's working and improving as moving forward on the Local Water Done Well journey | Helen Gray  | Social Pinpoint survey   | Yin Shan Welton<br>Lisah Henry       | 11-19 <sup>th</sup> Dec                                    | 11-19 <sup>th</sup> Dec                                 | N/A  |
|  | Onsite WSSCO update                      | WWTP and WTP team  | Ensure the offsites team are connected and well informed of the latest updates   | Helen Gray  | Brief presentation   | Yin Shan Welton                      | 16-17 <sup>th</sup> Dec                                    | 16-17 <sup>th</sup> Dec                                 | N/A  |
| Change & Engagement Lead attending team meetings from the organisation | All teams                                | Ensure leaders are informed of WSSCO progress, in order to have firsthand information to guide and brief their team members. | Helen Gray   | Change & Engagement Lead reach out to TRM and encourage inviting her to participation in Teams' regular hui | Yin Shan Welton  | On-going<br>From Dec 2025            | On track   | N/A   |      |

|  |  |  |                                 |                                   |   |   |   |     |
|--|--|--|---------------------------------|-----------------------------------|---|---|---|-----|
| Targeted update                                | <b>Selected TRU members -Sarah &amp; John</b>                          | Ensure they are on track with the WSCCO timeline & deliverables and provide a platform to raise their concerns   | Neil Holdom                     | 1:1 meeting                       | Helen Gray                                      | when required   |   |     |
| Targeted update                                | <b>Identified TRM members – HR/DE/Finance</b>                          | Ensure they are on track with the WSCCO timeline & deliverables and provide a platform to raise their concerns   | Neil Holdom                     | 1:1 meeting                       | Helen Gray                                      | when required   | This has pivot to Mark,Helen and Neil having bi-weekly meeting with TRM | N/A |
| Monthly meeting                                | <b>WSCCO Oversight Group</b>   | Ensure opportunity for Elected Members to provide stakeholder level support during the WSCCO establishment   | Neil Holdom                     | Regular meeting                   | Helen Gray                                      | Starting from 15 Jan 2026   | On track  | N/A |
| Wider TRU update                               | <b>Te Ranga Urungi</b>   | Ensure TRU leadership is informed of WSCCO progress, risks, and deliverables for alignment and oversight.  | Sarah Downs                     | TRU meeting<br>Email              | Mark Hall<br>Helen Gray                         | Jan/Feb 2026  | This has pivot to Neil catch up with individual TRU member              | N/A |
| Regular monthly update with target TRM members | <b>Te Ranga Urungi members</b>   | Ensure the TRU members are onboard on the journey and feel informed and involved   |                                 | Regular meeting                   | Neil Holdom                                     | On-going  |   | N/A |
| Wider TRM updates                              | <b>Te Ropū Manawataki</b>  | Ensure TRM leadership is informed of WSCCO progress, risks, and deliverables for alignment and oversight.  | Helen Gray                      | Email                             | Yin Shan Welton                                 | Jan/Feb 2026  | This has pivot to Mark,Helen and Neil having bi-weekly meeting with TRM | N/A |
| Targeted briefing                              | <b>NPDC Employees (Three Waters related)</b>                           | Clarify which roles are linked to water functions, outline next steps for employment arrangements, and explain how this supports Service Level Agreements (SLAs) and service continuity. | Neil Holdom                     | FAQ/Drop-In/Briefing              | Carol Malpas<br>Nancy Powers<br>Yin Shan Welton | TBC - Suggest Feb–Mar 2026 (ahead of SLA and Transfer Agreement milestones) |   | N/A |
| Elected Member Workshop                        | <b>Elected Members</b>   | Equip elected members with background and key information ahead of WSCCO Statement of Expectation adoption, reinforcing transparency.  | Gareth Green                    | Council Workshop                  | Mark Hall<br>Helen Gray                         | Placeholder<br>TBC  |   | N/A |
| Stormwater Water workshops                     | <b>Stormwater services related teams</b>                               | Ensure approach is in place to manage how to move forwards with SW service delivery arrangement  | Neil Holdm                      | Workshops                         | Nicolette<br>Nancy                              | Series of workshop  | #1 -15 Dec<br>#2 – 13Jan  | N/A |
| Change Management Strategy Workshop            | <b>Staff potentially affected by the transition from NPDC to WSCCO</b> | Provide a safe and inclusive space for impacted staff to co-design and contribute to the Change Management Strategy  | Helen Gray                      | In person Workshop                | Yin Shan Welton<br>Carol Malpas<br>Nancy Powers | TBC   |   | N/A |
| WSCCO CE hot-desking at WTP & WWTP             | <b>3Ws Staff at WWTP and WTP</b>                                       | Build visibility and trust with off-site teams, provide updates, and create opportunities for direct Q&A.  | Suzanne Vennik<br>Rachelle Quin | Hot-desking at the plants’ office | Neil Holdom                                     | TBC   |   | N/A |

|                 |  |  |   |             |  |  |                                 |                                  |                                |
|-----------------|--|--|---|-------------|--|--|---------------------------------|----------------------------------|--------------------------------|
|                 | Pulse check 2 - Change Management Effectiveness        | <b>Three Waters Team and wider teams</b> | To check how effective recent change initiatives have been since November and reflect on what's working and improving as moving forward on the Local Water Done Well journey  | Helen Gray  | Social Pinpoint survey   | Yin Shan Welton<br>Lisah Henry                 | March/April 2026                | Change and Engagement Lead 2.6 a |                                |
| <b>WSCCO</b>    | Governance Induction                                   | <b>Board Directors</b>                   | Provide Board members with induction materials outlining governance responsibilities, NPDC expectations, and developing Tikanga together. Understanding our current state and what to look forward as working together. | Neil Holdom | Board Director 2-day Induction Workshop via presentations, discussions and site visits                                   | Neil Holdom<br>Helen Gray<br>Mark Hall         | 20 &21 Nov                      | 20 &21 Nov                       | 2 days catering total \$336.72 |
|                 | Transition Team progress updates                       | <b>Transition Team</b>                   | Regular updates on milestones (legal incorporation, contract delivery model) so Change & Engagement Lead has firsthand information to deliver accurate internal messaging.  | N/A         | Regular weekly meeting on Mondays  | Mark Hall<br>Helen Gray                        | On-going Every week from 17 Nov | On Track                         | N/A                            |
|                 | Stakeholder and Engagement identification and analysis | <b>Board Directors</b>                   | The Establishment Team is able to identify and understand stakeholders early to ensure tailored engagement and build trust.   | Neil Holdom | A high-level RASCI model table (attached to the Stakeholder and Communication Strategy)                                  | Yin Shan Welton<br>Michael Ann Raymer          | By 5 Dec                        | By 5 Dec                         | N/A                            |
|                 | Legal Incorporation summary                            | <b>WSCCO Board</b>                       | To summarize the change initiatives that have been achieved, key wins and lessons learned to input into the Contract Delivery Model phase.  | Helen Gray  | A one pager summary  | Yin Shan Welton                                | 18 Dec 2025                     | 18 Dec 2025                      | N/A                            |
|                 | Vision, Mission and Values session                     | <b>WSCCO Board</b>                       | To align WSCCO Board Directors on Vision, Mission, and Values and build confidence in leading change using practical tools like ADKAR and Circle of Control.  | Neil Holdom | An hour workshop   | Yin Shan Welton                                | Oh hold                         |                                  | N/A                            |
| <b>External</b> | Engagement with Mana Whenua                            | <b>Mana Whenua</b>                       | Validate NPDC and WSCCO's commitment to Te Tiriti partnership and co-design principles in governance and operations.  | Neil Holdom | Updates via mail, calls or hui   | Mark Hall<br>Iwi Relationship Team             | On-going                        |                                  | N/A                            |
|                 | Treatment Plants visits                                | <b>Mana whenua</b>                       | Providing mana whenua, the firsthand experience and understanding the scale of operation at the treatment plants  | Neil Holdom | In person plants visiting tours  | Neil Holdom<br>Rachelle Quin<br>Suzanne Vennik | March                           |                                  | N/A                            |
|                 | Community Update                                       | <b>Community &amp; Ratepayers</b>        | Build public trust by explaining WSCCO benefits, service continuity, and NPDC's ongoing role. What's change and impact are.   | Ben Kohlis  | NPDC Website – URL for WSCCO<br><br>(FB is a no no)<br>Community meeting?<br>When they can input - consultation timeline | Yin Shan Welton<br>Neil Holdom                 | Dec 2026                        |                                  | N/A                            |
|                 | Supplier Information session                           | <b>Suppliers &amp; Contractors</b>       | Provide clarity on contract novation, timelines, and expectations to maintain supplier confidence.  | Neil Holdom | Presentation /Hui  | Mark Hall<br>Nancy Powers<br>Yin Shan Welton   | 2026                            |                                  | N/A                            |
|                 | Update for Union Partners                              | <b>Union Partners</b>                    | Reinforce NPDC's commitment to fair and transparent employment processes during transition.   | N/A         | Via mail, calls or regular hui<br><br>Sharing comms plan   | Neil Holdom<br>Carol Malpas                    | On-going                        |                                  | N/A                            |

|  |                                   |                                    |   |             |                                   |  |  |                                  |     |
|--|-----------------------------------|------------------------------------|---|-------------|-----------------------------------|--|--|----------------------------------|-----|
|  | Service Provider Information Pack | <b>Service Providers</b>           | Provide clarity of service continuity, invoicing process, and contact   | Neil Holdom | Email pack + optional virtual Q&A | Nancy Powers<br>Yin Shan Welton              | TBC – Suggest Feb–Mar 2026 (ahead of SLA and contract novation milestones) | Change and Engagement Lead 2.6 a |     |
|  | Water NZ Sector Update            | <b>Water New Zealand</b>           | Share high-level progress on WSCCO establishment, confirm alignment with sector standards, and maintain reputation.   | N/A         | Email summary                     | Neil Holdom                                  | TBC  |                                  | N/A |
|  | Connecting with STDC and SDC      | <b>Other regional counterparts</b> | Demonstrate WSCCO CE's commitment to maintaining strong regional relationships and keeping dialogue open with other councils to support collaboration and shared outcomes | N/A         | Meeting                           | Neil Holdom                                  | TBC  |                                  |     |
|  | Media release and key messages    | <b>Media</b>                       | Inform media about WSCCO's purpose and principles, build public confidence in the establishment process, and ensure consistent messaging across channels.                 | Neil Holdom | Press release                     | Helen Gray<br>Yin Shan Welton<br>Lisah Henry | 18 Dec – Council adoption of Constitution                                  |                                  | N/A |

# **New Plymouth District Council Water Service Controlled Organisation Establishment Phase**

## **Iwi / WSCCO Transition Engagement Strategy Version 0.2**

**Author:**  
**Mark Hall**  
**Strategic & Te Tiriti Partnership Director**

**Date: February 2026**

## Document Information

### Document Properties

This table describes this version of the document.

|                       |   |
|-----------------------|---|
| <b>Document Name</b>  | WSSCO Establishment Phase –<br>Iwi / WSSCO Transition Engagement Strategy |
| <b>Author</b>         | Mark Hall, Strategic & Te Tiriti Partnership<br>Director                  |
| <b>Version Number</b> | 0.1   |
| <b>Date Created</b>   | 21/1/2026   |

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| Version No. | Date       | Summary of Changes           |
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| 0.1         | 21/1/2026  | Document created             |
| 0.2         | 26/02/2026 | Input from Iwi relationships |
| 0.3         | 6/03/2026  | Draft for Board              |
|             |            |                              |

### Document Review

This table lists the review parties and status of the review.

| Name              | Title                    | Review Status       |
|-------------------|--------------------------|---------------------|
| Yin Shan Welton   | Change & Engagement Lead | Complete 03.02.2026 |
| Aroha Chamberlain | Iwi relationships        | Complete 26.02.2026 |
|                   |                          |                     |
|                   |                          |                     |

### Approval

This table lists those who have approved this document.

| Role                          | Endorsement | Signed |
|-------------------------------|-------------|--------|
| <b>WSSCO Establishment CE</b> |             |        |
| Neil Holdom                   |             |        |
|                               |             | Date:  |

## 1. Confidentiality

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## 2. Executive Summary

The establishment of the Water Services Council-Controlled Organisation (WSSCO) - Water Co 1 is a significant structural change with long-term implications for water services governance in New Plymouth District. WSSCO is commencing early engagement with iwi and mana whenua as part of its establishment. At this stage, the focus is on developing a clear understanding of iwi interests, seeking guidance on appropriate ways of working, and ensuring early engagement activity is aligned with tikanga and respectful of existing iwi–Council relationships.

The Strategy supports WSSCO to:

- understand iwi aspirations and areas of interest relating to water services
- ensure iwi and hapū engagement is initiated in a manner that is respectful, tikanga-aligned, and guided by those we engage with
- meet statutory requirements under the Local Government (Water Services) Act 2025

This Strategy sets the foundation for establishing appropriate engagement pathways. Decisions about longer-term arrangements will evolve progressively throughout subsequent establishment phases and be informed by future discussions with iwi and mana whenua.

## 3. Purpose

The purpose of this Strategy is to set out Water Co1’s intent and approach for initiating iwi and mana whenua engagement during the establishment period, providing clarity on the scope of early engagement and the role it plays in informing the next phases of WSSCO’s development.

## 4. Background

The establishment of WSSCO is a result of central Government’s Local Water Done Well (LWDW) policy. Following NPDC’s adoption of its Water Services Delivery Plans and DIA approval, NPDC resolved to create a single-council WSSCO for drinking water and wastewater services, and to retain stormwater in-house.

### Participation by Iwi to date:

During the regional WSSCO investigation in 2024, iwi engagement was coordinated through the Regional Waters Steering Group. Iwi Chairs nominated representatives from Post Settlement Governance Entities (PSGEs) to provide expert advice and oversight on governance and operational considerations.

### Entities obligations – legislation Local Government (Water Services) Act (LGWS Act)

The WSSCO must operate in accordance with the Local Government (Water Services) Act 2025 (LGWSA). Section 7 of LGWSA requires “...all persons must act in a manner that is consistent with Treaty settlement obligations”. We will include consultation with the PSGEs

Sections 34 to 38 of the LGWSA requires the WSSCO to have a Significance and Engagement policy. This includes a requirement to set out its approach for engaging with particular communities, it lists iwi, hapū and other Māori organisations as examples. Section (1) (e) is copied below:

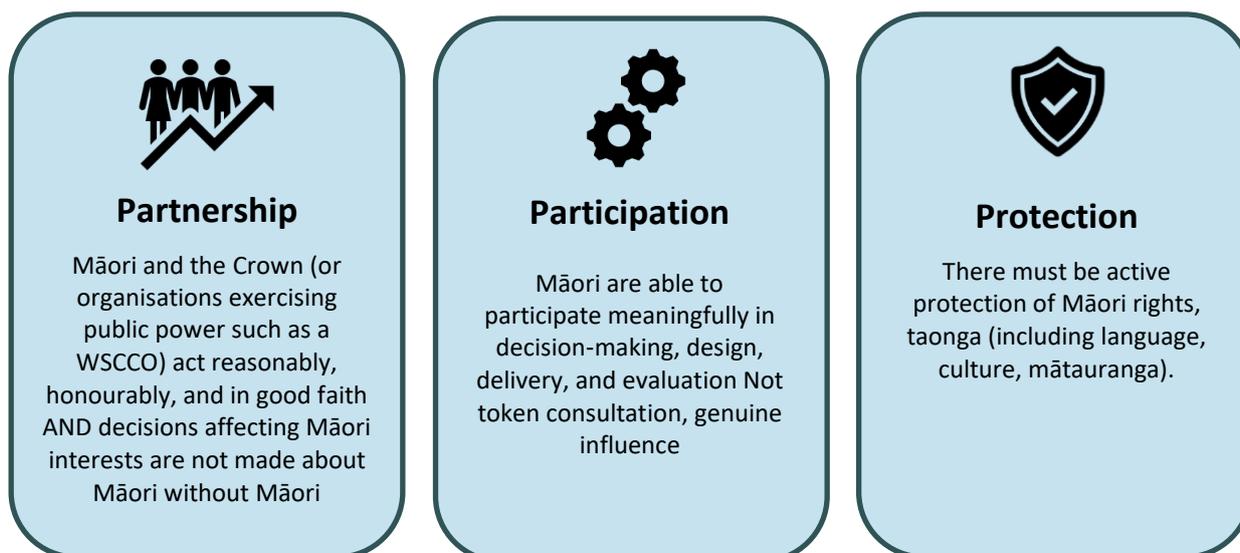
*“A water organisation must adopt a significance and engagement policy setting out the following:*

... any particular approaches or arrangements for engaging with particular relevant communities (for example, iwi, hapū, and other Māori organisations in the water organisation's service area)"

Māori have a multi-layered relationships with water — cultural, environmental, and economic. Iwi, hapū, PSGEs, and other Māori organisations hold statutory, tikanga-based, and partnership interests in water services. As WSCCO evolves, it must recognise this breadth of relationship and ensure water-related decisions meaningfully reflect iwi perspectives, obligations, and aspirations.

## 5. Definition

The following provides some definitions for terms used in this document:



## 6. Scope

With the outcome of the above process the decision to proceed with a NPDC only WSCCO, focus now shifts to how the WSCCO embeds its Treaty of Waitangi / Te Tiriti obligations in its operation.

WSCCO establishment phases:

|                 |  |   |
|-----------------|--|---|
| <b>Phase 1:</b> | Legal Incorporation (Nov-Dec 2025)     | Completed.  |
| <b>Phase 2:</b> | Contract Delivery Model (Jan–Jun 2026) | Engage with Nga Kaitiaki iwi relationships, Post Settlement Governance Entities and Board Representatives with te ao Māori knowledge, to collate ideas for the next phase. How does WSCCO ensure its Te Tiriti responsibilities are embedded throughout the organisation and are upheld in the organisation as part of everyday business? |
| <b>Phase 3:</b> | Full Establishment (Jul 2026–Jun 2027) | Create WSCCO's Iwi Relationship Strategy with input from those above.   |

It must be noted that the outcome is not known and can only be determined once we have the views of the iwi and hapu that hold mana whenua status within the WSCCO's service area.

## 7. Engagement Principles

We will undertake engagement in line with the following principles:

1. **Respectful:** Acknowledge iwi aspirations and impacts.
2. **Purposeful:** Every hui has a clear intent.
3. **Timely:** Engage early; allow time for reflection.
4. **Transparent:** Share progress and constraints openly.
5. **Inclusive:** Reflect diverse iwi voices.
6. **Accountable:** Honour commitments and report back.

## 8. Engagement Approach & Methods

### Overall Approach

WSCCO will undertake initial engagement to understand **how** iwi wish to be engaged during the establishment period. This includes connecting with the key groups and representatives who hold roles in iwi–Council relationships and water-related interests. This involves:

- seeking advice from NPDC's Iwi Relationships Team
- engaging with Ngā Kaitiaki as an existing forum
- connecting with PSGEs to understand preferred approaches and priorities
- completing a stocktake of current agreements, commitments and relationships
- understanding tikanga expectations relevant to engagement and early decision-making
- Statutory Acknowledgement Areas to be taken into account when consulting iwi
- Prepare a list of land parcels and identify iwi / hapu interests as part of asset transfer.

### Engagement Methods

| Group                              | Forums  | Channels   | Cadence  |
|------------------------------------|---|--|--|
| <b>NPDC Iwi Relationships Team</b> | Engagement with & consult: <ul style="list-style-type: none"> <li>• Manager Iwi Relationships;</li> <li>• Poutohutohu Matua;</li> <li>• Mātauranga Taiao Rangapū</li> </ul> | <ul style="list-style-type: none"> <li>• Hui</li> <li>• Advice sessions</li> <li>• Email correspondence</li> </ul> | <ul style="list-style-type: none"> <li>• As required for early guidance</li> <li>• SLA to be explored</li> </ul> |
| <b>WSCCO Board</b>                 | Engagement with board including directors holding Te Ao Māori knowledge.  | <ul style="list-style-type: none"> <li>• Hui</li> <li>• Phone calls</li> </ul>                                     | <ul style="list-style-type: none"> <li>• Begin 30 Jan</li> <li>• Ongoing – TBC</li> </ul>                        |

|  |   |  |   |
|--|---|--|---|
| <b>Taranaki Iwi &amp; hapū</b>                     | Ngā Kaitiaki Forum <ul style="list-style-type: none"> <li>• Mana whenua reps across NP District</li> </ul>  | <ul style="list-style-type: none"> <li>• Hui</li> <li>• Email updates</li> <li>• Phone calls</li> <li>• Written summaries</li> </ul> | <ul style="list-style-type: none"> <li>• Initial briefing: 28 Jan 2026</li> <li>• Follow-up hui: Feb 2026</li> <li>• Ongoing – TBC</li> </ul> |
| <b>Post-Settlement Governance Entities (PSGEs)</b> | Chairs or Chief Executives of: <ul style="list-style-type: none"> <li>• Te Nehinehine</li> <li>• Te Rūnanga o Ngāti Tama</li> <li>• Te Rūnanga o Ngāti Mutunga</li> <li>• Te Kāhui Maru Trust</li> <li>• Te Kotahitanga o Te Atiawa</li> <li>• Te Kāhui o Taranaki Trust</li> </ul> | Hui  | TBC   |
| <b>Competency Specialist</b>                       | A Governance Te Ao Māori Induction externally facilitated.  | Workshops  | A series of 3-4 workshops starting from 9 Feb 2026  |

Note: This list is indicative and will be updated based on iwi guidance. WSCCO will not assume representation or mandate without iwi direction.

## 9. Risks & Mitigations

|    | Risk  | Mitigation   |
|----|---|--|
| 1. | Disengagement if engagement feels tokenistic. | Early involvement, clear purpose, follow-up reporting. |
| 2  | Timing pressure due to WSCCO milestones.      | Schedule engagement windows aligned to critical path.  |
|    |   |  |

## Appendices

### Appendix 1: Iwi and Hapū within the New Plymouth District

The following hapū make up the New Plymouth District:

Table of iwi and hapū from the 2013 Census

| Iwi                    | Pop.<br>(Census<br>2013) | Hapū   |   | Mandated<br>Representative Body        |
|------------------------|--------------------------|--|---|--|
| <b>Ngāti Maniapoto</b> | 35,358                   | Ngāti Rākei<br>Ngāti Rungaterangi<br>Ngāti Rora                    |   | Maniapoto Māori Trust Board            |
| <b>Ngāti Tama</b>      | 1,338                    |  |   | Te Rūnanga o Ngāti Tama                |
| <b>Ngāti Mutunga</b>   | 2,514                    | Ngāti Okiokinga<br>Te Kekerewai<br>Ngāti Aurutu<br>Ngāti Hinetuhi  | Kaitangata<br>Ngāti Kura<br>Ngāti Uenuku<br>Ngāti Tupawhenua<br>or Ngāti Tū | Te Runanga o Ngāti Mutunga             |
| <b>Ngāti Maru</b>      | 852                      | Ngāti Hinemokai<br>Ngāti Rongonui<br>Ngāti Kopua<br>Ngāti Tamatapu | Ngariki<br>Ngāti Kui<br>Ngāti Te Ika<br>Ngāti Tamakehu                      | Te Rūnanga o Ngāti Maru Taranaki Trust |
| <b>Te Atiawa</b>       | 15,273                   | Otaraua<br>Manukorihi<br>Ngāti Tuparikino<br>Ngāti Rahiri          | Pukerangiora<br>Puketapu<br>Ngāti Tawhirikura<br>Ngāti Te Whiti             | Te Kotahitanga o Te Atiawa             |
| <b>Taranaki Iwi</b>    | 6,087                    | Ngāti Tairi<br>Ngā Mahanga   |   | Te Kāhui o Taranaki Iwi                |

## Appendix 2: Ngā Kaitiaki

List of current hapu / iwi on Ngā Kaitiaki:

| Hapu / Iwi | Name                   |
|------------|------------------------|
| Hapu       | Ngati Tawhirikura Hapū |
| Hapu       | Otaraua                |
| Hapu       | Ngati Te Whiti         |
| Iwi        | Ngati Maru             |
| Hapu       | Ngati Rahiri           |
| Hapu       | Manukorihi Hapū        |
| Iwi        | Ngati Mutunga          |
| Hapu       | Pukerangiora           |
| Hapu       | Puketapu               |
| Hapu       | Otaraua                |
| Iwi        | Ngati Maru             |
| Iwi        | Ngati Tama             |
| Hapu       | Nga Mahanga Hapū       |
| Hapu       | Ngati Tama             |
| Hapu       | Ngati Te Whiti         |
| Iwi        | Ngati Tama             |
| Hapu       | Puketapu               |
| Hapu       | Pukerangiora           |
| Iwi        | Te Atiawa              |
| Hapu       | Ngati Tairi Hapū       |

## Appendix 3 NPDC's Significance and Engagement Policy (P23-001)

Council has a Significance and Engagement policy (reference P23-001). The section which relates to iwi and hapū is copied below.

*“When and how will Council engage with local iwi and hapū?”*

*Council is committed to maintaining and improving opportunities for Māori to contribute to its decision-making processes.*

*Council will engage with local iwi and hapū before making a significant decision in relation to land or a body of water. This is so that Council can properly consider the relationship of local iwi and hapū and their culture and traditions with their ancestral land, water, sites, wāhi tapu, valued flora and fauna, and other taonga.*

*Council may also engage with local iwi and hapū on other matters as they arise. Council is more likely to engage where the significance assessment indicates that a decision impacts on the known issues of significance for the iwi and hapū.*

*Council will determine the best form of engagement on a case-by-case basis, taking into account the level of significance of the matter, and any other relevant considerations. Council will engage with local iwi and hapū as early in the process as is reasonably practicable in the situation.”*

**Date:** 17 March 2026

**To:** WaterCo1 Board of Directors

**Author:** Neil Holdom, Establishment Chief Executive

**Subject: Approval of Company Name Change to Wai Hononga Water Services Limited**

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## **Purpose**

To seek Board approval to formally change the company name from WaterCo1 to Wai Hononga Water Services Limited, following completion of mana whenua engagement, confirmation of intellectual property (IP) availability by AJ Park, and securing of associated digital assets.

## **Recommendations**

It is recommended that the Board:

**NOTE** the mana whenua engagement undertaken and that AJ Park has confirmed the name is available for trademark registration.

**APPROVE** the use of the name Wai Hononga Water Services Limited.

**AUTHORISE** the Establishment CE to complete all relevant administrative processes to formalize the change of name from WaterCo1 to Wai Hononga Water Services Limited.

## **Background**

As part of establishing the Water Services Council Controlled Organisation (WSCCO), management undertook a process to identify a Te Reo Māori name reflecting the organisation's purpose and aspirations. Engagement occurred with mana whenua representatives who support tikanga-based naming processes.

The NPDC Oversight Group supports progressing with the recommended name of Wai Hononga Water Services Limited. The proposed name and its whakapapa were presented to the Board via memorandum on 11 February 2026.

## **Opportunity Definition**

The WSCCO establishment provides the opportunity to adopt a meaningful, culturally grounded, and scalable Māori name supported through an appropriate tikanga process.

## **Analysis**

Meaning and Narrative: Wai Hononga

- Wai refers to water, the life force flowing from the maunga to the moana.
- Hononga means to join or connect, speaking to water as a connector of people, places, and generations.

Cultural Integrity and Endurance

- The gifted name provides strong cultural grounding and is enduring and scalable.

Legal Name Structure

- The English descriptor 'Water Services Limited' supports clarity for stakeholders and aligns with sector naming conventions.

### Intellectual Property and Digital Protection

- AJ Park has confirmed the name is available for trademark registration. Management has acquired relevant URLs including waihononga.nz, waihononga.co.nz, waihonongawaterservices.nz, and waihonongawaterservices.co.nz.

### Next Steps

If approved by the Board, the immediate next steps are as follows:

1. Complete Companies Office name change.
2. Progress trademark registration.
3. Develop brand identity with mana whenua guidance.
4. Plan stakeholder and public communications.

### Decision Sought

That the Board approve the formal change of company name to Wai Hononga Water Services Limited.

# WSCCO Establishment Risk Register

|            |                | CONSEQUENCE   |               |          |         |              |
|------------|----------------|---------------|---------------|----------|---------|--------------|
|            |                | LOW           | MINOR         | MODERATE | MAJOR   | CATASTROPHIC |
| LIKELIHOOD | ALMOST CERTAIN | MEDIUM        | HIGH          | HIGH     | EXTREME | EXTREME      |
|            | LIKELY         | MEDIUM        | MEDIUM        | HIGH     | HIGH    | EXTREME      |
|            | POSSIBLE       | LOW           | MEDIUM        | MEDIUM   | HIGH    | HIGH         |
|            | UNLIKELY       | INSIGNIFICANT | LOW           | MEDIUM   | MEDIUM  | MEDIUM       |
|            | RARE           | INSIGNIFICANT | INSIGNIFICANT | LOW      | LOW     | MEDIUM       |

| Number | Risk/Issue | Source of Risk        | Short Description  | Description   | Inherent Risk Consequence | Inherent Risk Likelihood | Inherent Risk Rating | Treatment Option | Current Treatment   | Residual Risk Consequence | Residual Risk Likelihood | Residual Risk Rating | Risk Owner      | Notes  |
|--------|------------|-----------------------|--|---|---------------------------|--------------------------|----------------------|------------------|---|---------------------------|--------------------------|----------------------|-----------------|--|
| 001    | Risk       | Governance            | Non-adoption of WSCCO foundation documents                               | If elected members and/or senior leaders are unwilling to proceed with or adopt WSCCO foundation documents (e.g., Establishment Plan, governance framework, key policies/charters), there is a risk of delays to agreed milestones/gateways committed in the WSDP adopted by the previous council and approved by DIA, resulting in programme slippage, compliance exposure, and reputational | Major                     | Likely                   | High                 | Reduce           | Provide targeted briefings to Elected Members from relevant authority on WSDP/DIA commitments and consequences of delay; Align papers and foundation documents to adopted resolutions and statutory requirements; Maintain open dialogue with DIA | Moderate                  | Possible                 | Medium               | Helen Gray      | Risk depends on EM decision-making and timing of council meetings; triggers include deferral of papers or requests to pause.   |
| 002    | Risk       | Governance            | Lack of clarity in roles and responsibilities and timely decision making | If there is ambiguity between CCO Board, Council and/or management, there is a risk that roles and responsibilities are unclear, leading to decision-making delays, accountability issues, and reputational risk.   | Major                     | Likely                   | High                 | Reduce           | Develop a clear governance framework and related governance agreements i.e. Constitution, SOE, Transitional Support Agreement and Transfer Agreement(s)   | Major                     | Possible                 | High                 | Neil Holdom     | Aligns with LGNZ guidance on CCO governance  |
| 003    | Risk       | Regulatory/Strategic  | Lack of visibility of changing regulatory landscape                      | If there is a lack of understanding of the new regulatory requirements on a WSCCO, there is a risk of gaps in governance and operational oversight, leading to incorrect planning, regulatory non-compliance and negative attention from regulator and/or Central Government  | Major                     | Unlikely                 | Medium               | Transfer/Share   | Remaining abreast of regulatory timeframes and changes to inform establishment planning   | Moderate                  | Unlikely                 | Medium               | Helen Gray      | Regulatory roadmap and overview already completed, working with Amy Quattlebaum. Risk increases if plans are perceived as incomplete or misaligned with regulator                                    |
| 004    | Risk       | Regulatory/Strategic  | DIA power to appoint Crown Facilitator                                   | If establishment planning is interrupted or significantly delayed, there is a risk that the Secretary for Local Government appoints a Crown Facilitator, leading to the erosion of local autonomy and reputational damage   | Major                     | Possible                 | High                 | Reduce           | Provide briefings to Elected Members; Maintain open dialogue with DIA and relevant stakeholders; Undertake scenario planning  | Major                     | Unlikely                 | Medium               | Neil Holdom     | Risk is dependent on Elected Members decision making and DIA's interpretation and timing of intervention powers  |
| 005    | Risk       | Stakeholders/Partners | Insufficient NPDC Partner Engagement                                     | If there is a lack of engagement with NPDC support staff/teams there is a risk that they may alter how they deal with the water entity's requests either by downgrading the amount of support or removing it completely. This could result in unbudgeted costs, operational disruption, and reputational damage to the organisation.  | Major                     | Possible                 | High                 | Reduce           | Early and proactive engagement with the support teams to communicate the WSCCO intentions surrounding their services and ultimately creating SLA's to define their expected roles   | Moderate                  | Unlikely                 | Medium               | Neil Holdom     | Early engagement to discuss entity's expectations and individual team's abilities to support those expectations. Regular check ins during the creation of the SLAs to confirm what can be delivered. |
| 006    | Risk       | Stakeholders/Partners | Community Transparency and Trust   | If the Community feels there is limited transparency of the WSCCO, there is a risk of reduced trust in the organisation, leading to the erosion of public trust and resistance to future initiatives  | Moderate                  | Possible                 | Medium               | Reduce           | Transparent communication, community forums, and feedback loops   | Moderate                  | Unlikely                 | Medium               | Yin Shan Welton | to date consultation requirements have been followed.  |
| 007    | Risk       | Stakeholders/Partners | Insufficient Tiriti Partner input  | If Te Tiriti principles are not embedded during the establishment phase, there is a risk that Tiriti partners feel excluded, leading to partnership breakdown and non-compliance with Te Tiriti obligations.  | Moderate                  | Possible                 | Medium               | Reduce           | Seeking Te Tiriti cultural support/ training in the New Year. Specific Te Tiriti Partner Engagement Strategy & Plan   | Moderate                  | Unlikely                 | Medium               | Mark Hall       | Engaging NPDC Te Tiriti partnerships team to provide advice on what ongoing engagement, communication and cultural capability building should look like.   |

|     |      |                   |   |  |          |          |        |                    |   |          |          |        |                 |  |
|-----|------|-------------------|---|--|----------|----------|--------|--------------------|---|----------|----------|--------|-----------------|--|
| 008 | Risk | Comms/Engagement  | Change/Transition unclear and change fatigue  | If there is limited or unclear engagement and communication about upcoming change and transition, then staff and management—particularly Stormwater staff experiencing sustained change—may not understand or feel engaged in the process and may experience change fatigue, leading to confusion, resistance to change, reduced morale, and operational inefficiencies. | Moderate | Possible | Medium | Reduce             | Internal communications plan, leadership briefings, change champions<br>Phased change delivery and targeted engagement for Stormwater staff to manage cumulative change impacts and fatigue.  | Moderate | Unlikely | Medium | Yin Shan Welton | Change Lead to consider readiness assessments and training sessions  |
| 009 | Risk | Financial         | Establishment cost and funding  | If there is uncertainty around the total cost of establishing the CCO and securing adequate funding, there is a risk of delayed implementation or scope reduction, leading to suboptimal outcomes for the WSCCO  | Minor    | Possible | Medium | Reduce             | Develop detailed cost estimates, secure funding commitments, phased budgeting   | Minor    | Unlikely | Low    | Helen Gray      | Look for a loan facility agreement with NPDC ahead of LGFA or other funding alternatives.  |
| 010 | Risk | Financial         | Inadequate Funding and Credit Facility Arrangements                                     | If the WSCCO is unable to secure sufficient and stable funding and credit facilities during establishment, there is a risk that the WSCCO may face financial shortfalls, leading to reduced service levels, deferred maintenance, inability to invest in critical infrastructure.  | Major    | Unlikely | Medium | Avoid or eliminate | Engage with Council and external funders to secure ongoing support.<br>Develop contingency plans for alternative funding sources in case primary funding is delayed or unavailable.   | Moderate | Unlikely | Medium | Tiffany Radich  | Monitor financial performance quarterly; review funding agreements annually  |
| 011 | Risk | Planning/Strategy | Incomplete or inaccurate transfer of data and physical assets from Council to the WSCCO | If asset registers, maintenance records, or operational data are not fully or accurately transferred, there is a risk of operational disruption leading to compliance breaches, and increased costs due to missing information.  | Major    | Possible | High   | Avoid or eliminate | Conduct due diligence, independent audits, and reconciliation of asset and data registers prior to transfer.  | Moderate | Unlikely | Medium | Nicolette West  | Phase 3 focus. Consider Digital Enablement support and external validation   |
| 012 | Risk | People/Knowledge  | Loss of key staff or inability to attract required talent.                              | If key personnel leave during transition, are unwilling to transfer, or recruitment is unsuccessful, there is a risk of knowledge loss, reduced organisational capability, and delays in service delivery leading to suboptimal outcomes for the WSCCO   | Major    | Possible | High   | Reduce             | Provide transfer employment terms and conditions in line with legislative requirements (or better than) and obide by current employment protections (CEA /IEA) clauses to ensure no worse off situations occur. This approach should help support maintaining key personnel. Initiate early recruitment for critical roles.<br>Current employee benefits package maintained for those transferring.<br>Seek legal advice early to help mitigate any potential ER exposures. | Moderate | Possible | Medium | Carol Malpas    | LG (Waters) Act 2025 sets out transfer obligations and employee protections set out in current NPDC CEA & IEA documentation                                |
| 013 | Risk | People/Knowledge  | Industrial Action   | Post 1 July 2026 - If the WSCCO is unable to secure agreement for a CEA and/or IEA by the required date, there is a risk of industrial action (e.g., strikes, work stoppages) or increased employment-related disputes. This could result in unbudgeted costs, operational disruption, and reputational  | Major    | Possible | High   | Avoid or eliminate | Early and proactive engagement with unions and staff representatives, clear communication of proposed terms, and contingency planning for industrial action.<br>Seek legal and industrial relations advice as required.   | Moderate | Unlikely | Medium | Carol Malpas    | Clear remuneration strategy from CE for negotiating based on Good Faith Bargaining as per ERA requirements.  |
| 015 | Risk | Financial         | UWM Mock Billing  | If the mock billing within TechOne cannot be achieved by the target date, there is a risk that customers will not have sufficient time to be educated on water billing leading to reputational risk for the WSCCO  | Moderate | Likely   | High   | Accept             | Keep abreast of progress and report on risk to the WSCCO Board as required  | Moderate | Possible | Medium | n/a             | UWM is not a WSCCO project or deliverable.   |
| 016 | Risk | People/Knowledge  | Finance Capability  | If the appropriate financial capability is not secured for the establishment of the WSCCO, there is a risk that the project is unable to achieve a detailed view of financial forecasts and debt and is unable to build a financial model appropriate for WSCCO operations, leading to insufficient financial management and reputational risk                           | Major    | Likely   | High   | Avoid or eliminate | Discuss financial needs with Establishment Sponsor (NPDC CE) and identify the right level of capability from within the NPDC finance team to support establishment efforts  | Major    | Possible | Medium | Neil Holdom     | 18.02.2026<br>Procurement of Finance capability to work alongside NPDC Finance completed. Risk downgraded to Moderate/Possible. Risk remains open for now. |
| 017 | Risk | Financial         | Overhead Calculations   | If the WSCCO is unable to gain a thorough understanding of the NPDC overhead calculations, there is a risk that SLAs will be hindered and inappropriate levels of overheads are applied, leading to overinflated costs.  | Moderate | Possible | Medium | Reduce             | Work with NPDC finance to gain a better understanding of the current overhead allocation and incorporate this into SLA discussions and negotiations   | Moderate | Unlikely | Medium | Nancy Powers    | Linked to Risk 016, Finance Capability   |

|     |      |                       |   |   |          |          |        |                    |  |          |          |        |                 |   |
|-----|------|-----------------------|---|---|----------|----------|--------|--------------------|--|----------|----------|--------|-----------------|---|
| 018 | Risk | Planning/Strategy     | WSCCO Functional Model  | If the WSCCO is unable to develop a functional model, there is a risk that the organisational design and services workstreams are hindered, leading to suboptimal outcomes for the WSCCO establishment  | Moderate | Unlikely | Medium | Reduce             | Functional model included as a project deliverable shared between People and Services workstreams  | Minor    | Unlikely | Low    | Mark Hall       | Work underway and expected to be completed by end of January  |
| 019 | Risk | People/Knowledge      | Establishment knowledge and IP capture                          | If key programme knowledge and decision context are not captured before establishment secondments end, there is a risk that Phase 3 workstreams (e.g., Transfer Agreement, Shared Services Strategy, Water Services Strategy) experience rework and slower progress, leading to delays in implementation, increased delivery costs, and reduced confidence in the establishment transition. | Major    | Possible | High   | Reduce             | Early documentation of decisions; tracking interdependencies; structured knowledge-handover planning across workstreams.<br>Document management protocols in Sharepoint and ECM  | Moderate | Unlikely | Medium | Helen Gray      |   |
| 020 | Risk | Comms/Engagement      | Visibility of transition from Establishment Project to BAU      | If visibility and communication are not effectively maintained during the transition from Programme delivery to BAU, there is a risk that stakeholders and staff lack clarity on ownership, accountabilities, and progress, leading to misalignment, reduced confidence, and delays or gaps in ongoing  | Moderate | Possible | Medium | Reduce             | Build in a deliberate transition from project delivery to BAU within Stakeholder Engagement and Comms plans  | Minor    | Unlikely | Low    | Yin Shan Welton |   |
| 021 | Risk | Stakeholders/Partners | Contractor and supplier continuity                              | If supplier engagement or contract novation activities are delayed or uncertain, there is a risk that service continuity readiness may be compromised, leading to gaps or disruption in service delivery.   | Major    | Possible | High   | Reduce             | Early engagement with suppliers; clear communication of timelines; coordination with Procurement on novation sequencing.   | Moderate | Unlikely | Medium | Nicolette West  |   |
| 022 | Risk | Planning/Strategy     | Compliance to Adopted WSDP                                      | If the assumptions underpinning the WSDP prove to be inaccurate, there is a risk of uncertainty and delays in people transfer may occur, leading to reputational risk and a loss of confidence in the establishment plan  | Major    | Possible | High   | Reduce             | Focused effort to test assumptions and achievability of the WSDP with in-house Legal. Proactive and transparent communications, with clear messaging to affected stakeholders when assumptions are refined or the plan changes.  | Major    | Unlikely | High   | Helen Gray      |   |
| 023 | Risk | Stakeholders/Partners | Union negotiations  | If union negotiation positions and coverage arrangements are not clearly understood or confirmed, there is a risk that workforce coverage risks may emerge, leading to potential disruption, delay, and heightened reputational and industrial relations risk   | Moderate | Possible | Medium | Reduce             | Early and structured engagement with relevant unions, Contingency planning for partial or delayed agreement<br>Alignment with Legal and HR advisors,   | Minor    | Unlikely | Low    | Carol Malpas    | To develop negotiation strategy and identify claims early for negotiating that reflect the strategy and support Bargaining in Good Faith as per an agreed Bargaining Process Agreement with unions.   |
| 024 | Risk | Planning/Strategy     | WSCCO Structure By-In   | If there is insufficient stakeholder buy-in and adoption of the resulting organisational structure and evolving approach, there is a risk that change implementation may be slowed or resisted, leading to increased costs, extended timeframes and reduced confidence  | Moderate | Possible | Medium | Reduce             | Memos outlining RACI roles and responsibilities re functional model and structure design<br>Structured discussions/presentations with TRU, WSCCO Board, Oversight Group and affected staff.  | Moderate | Unlikely | Medium | Carol Malpas    | Not something that can be controlled easily but prior to decision making socialise early with independent stakeholders to mitigate lengthy discussions and prolonged decision making. Responding quickly to alternative structure options or making adjustments to presented structure and keeping impacted employees/other key stakeholders aware of any delay |
| 025 | Risk | Planning/Strategy     | NPDC competing priorities and inability to meet agreed SLA/KPIs | If NPDC is not fully integrated into WSCCO planning processes, there is a risk that NPDC may be unable to proactively resource and deliver against agreed SLAs, leading to strained inter-organisational relationships, missed KPIs, and reduced service performance  | Major    | Possible | High   | Reduce             | Early and structured engagement with NPDC in planning and forecasting processes.<br>Regular joint planning forums to align priorities, timelines, and delivery expectations.<br>Forward visibility of workload and resourcing assumptions to support proactive capacity and capability planning. | Moderate | Possible | Medium | Nancy Powers    |   |
| 026 | Risk | Regulatory/Strategic  | Clarity of audit requirements during Transition                 | If there is insufficient clarity or shared understanding of audit requirements over the transition period, there is a risk that future-year audit readiness may be compromised, leading to compliance risk, inefficiencies, and potential adverse audit outcomes  | Major    | Unlikely | Medium | Avoid or eliminate | Early confirmation of audit requirements and expectations.<br>Clear documentation and communication of agreed audit scope and responsibilities.<br>Forward audit planning and readiness reviews.   | Moderate | Unlikely | Medium | Tiffany Radich  |   |

|     |      |                      |   |   |          |          |        |        |  |          |          |        |                    |   |
|-----|------|----------------------|---|---|----------|----------|--------|--------|--|----------|----------|--------|--------------------|---|
| 027 | Risk | Regulatory/Strategic | Shift in regulatory policy post election                    | If post-election government policy accelerates mergers or regional collaboration requirements, there is a risk that current establishment plans may need to be revisited, leading to rework, delivery delays, and increased uncertainty   | Major    | Possible | High   | Accept | Active policy scanning and monitoring. Regular updates to governance on emerging signals and potential implications post-election. Scenario planning and flexibility built into establishment plans,   | Major    | Unlikely | Medium | Helen Gray         |   |
| 028 | Risk | Planning/Strategy    | Planning interrelationship between NPDC and WSCCO           | If NPDC and WSCCO planning processes are not well aligned during WSS development and ongoing planning integration, there is a risk that critical dependencies may be missed or misunderstood, leading to delays, inefficiencies, and reduced confidence in                        | Moderate | Possible | Medium | Reduce | Structured arrangements including reciprocal SLAs to support WSS development and ongoing planning. Regular joint planning forums with shared forward visibility, aligned priorities, milestones, and resourcing assumptions.                                 | Moderate | Unlikely | Medium | Mark Hall          |   |
| 029 | Risk | Financial            | Revenue and Investment Influence Constraints                | If revenue and investment settings are constrained and WSCCO is unable to effectively influence funding decisions, there is a risk that investment and maintenance planning may be compromised, leading to increased reactive works, asset risk, and pressure on service outcomes | Major    | Possible | High   | Reduce | Confirm timing and readiness of capability and investment frameworks and templates. Early engagement and scenario-based planning with funding decision-makers, to prioritise critical investment cases and reactive maintenance within constrained settings. | Major    | Unlikely | Medium | Neil Holdom        |   |
| 030 | Risk | Comms/Engagement     | Brand and Identity  | If agreement on the WSCCO name and brand is delayed or not secured, there is a risk that prior decisions may be challenged or reopened, leading to rework, legal risk, and delays to establishment activities   | Moderate | Possible | Medium | Reduce | Early confirmation and formal sign-off of the WSCCO name and brand. Clear governance and change control for branding decisions,  | Minor    | Unlikely | Low    | Neil Holdom        |   |
| 031 | Risk | Regulatory/Strategic | LGOIMA Requests   | If substantial or unanticipated LGOIMA demand arises, there is a risk that establishment resourcing may be waylaid by response requirements, leading to delays, opportunity cost, and impacts on planned deliver outcomes   | Moderate | Possible | Medium | Accept | Dedicated position to respond to LGOIMA requests. Clear internal guidance on record-keeping and version control,   | Minor    | Possible | Medium | Michael Ann Raymer | Quantity of LGOIMA is unable to be anticipated or controlled by the project |
| 032 | Risk | Regulatory/Strategic | LGOIMA Act Obligations                                      | If there is a lack of understanding of LGOIMA requirements and compliant decision-making processes, there is a risk that decisions may be delayed or made inconsistently, leading to perceptions of non-compliance and reduced confidence in governance and transparency          | Major    | Unlikely | Medium | Reduce | Issue clear Board guidance on LGOIMA obligations and compliant decision-making. Dedicated Secretariat function responsible for procedural advice to ensure LGOIMA-compliance.  | Moderate | Unlikely | Medium | Michael Ann Raymer |   |
| 033 | Risk | People/Knowledge     | WSCCO/Transition Team delegations and access to information | If the Transition team are unable to access the right capabilities, systems, data, and support, there is a risk of slowed establishment timeframes, leading to delivery delays, increased costs, and heightened risk of non-compliance  | Moderate | Unlikely | Medium | Reduce | Identification of relevant systems access, tools and data from the outset. Regular meetings with relevant functional units to ensure access to relevant information  | Minor    | Unlikely | Low    | Helen Gray         |   |

# Closing karakia

Unuhia, unuhia, unuhia i te uru tapu-nui  
Kia wātea, kia māmā te ngākau, te tinana  
Te wairua i te ara takatū  
Koia rā e Rongo whakairihia ake ki runga  
Kia wātea, kia wātea  
Ae rā kua wātea  
Hau Paimārire

*Release us from the mantle of this meeting/conference  
So we can stand free  
Clear in heart, spirit and body make it happen  
Peace reign free!*

