Wai Hononga Water Services Limited Board of Directors

BOARD PACK

for

Wai Hononga Water Services Limited | Board Meeting | 11 June 2026 (Online)

Thursday, 11 June 2026

10:00 am (NZST)

Held at:

NPDC

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

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AGENDA

WAI HONONGA WATER SERVICES LIMITED | BOARD MEETING | 11 JUNE 2026 (ONLINE)

Name:	Wai Hononga Water Services Limited Board of Directors
Date:	Thursday, 11 June 2026
Time:	10:00 am to 11:00 am (NZST)
Location:	NPDC, 84 Liardet Street, New Plymouth Central, New Plymouth, New Zealand https://teams.microsoft.com/meet/44680542074353?p=0xZoBxjng2Ww5NXNX7 **Remote Meeting only -** Please join this meeting via the link above.
Board Members:	Joshua Hitchcock, Kim Skelton, Onno Mulder, Sara Brownlie
Attendees:	Courtney Crowther, Mark Hall, Neil Holdom, Pete George, Suz Kuru, Sarah Downs
Notes:	Chaired by: **Joshua Hitchcock**

1. Public Session - Lead by Chair

1.1 Welcome and Apologies

For Noting

1.2 Opening Karakia

Opening Karakia:

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

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

1.3 Interests Register

For Noting

Current as of **25 May 2026**

Please inform Board Secretary of any changes

Name of Member	Interest Being Declared	Nature of Interest/Transaction (includes positional or transactional interests e.g. funding agreements, proposals and other relationships)
Sara Brownlie	Fargher Woods Ltd	Recipient of directors' fees for Sara Brownlie as Chair of WSCCO Director and Shareholder of Fargher Woods Ltd
	Fargher Woods Trust 1 & 2	Settlor of Fargher Woods Trust 1 & 2 and Beneficiary of Fargher Woods Trust 1 – no conflict
	Catalyst.net Ltd	Director of IT software and services company – no current conflict
	Catalyst Cloud Ltd	Sister company to Catalyst.net Ltd so related interests – no current conflict
	Upper Hutt City Council	Previous Independent Member for the Risk and Assurance Committee 2020-2025 – no conflict anticipated but potential relationships in local government sector which could arise – will be monitored
	Enable NZ	Director of Crown Subsidiary to Health NZ providing disability equipment and services – no current conflict
	Human Rights Commission	Part-time contract CFO – no current conflict
	Education NZ	Director of Crown Entity – no conflict anticipated but potential relationships across the international education provider sector
	Tiaki Wai	Part-time contract financial advisor to Wellington region water services entity – potential collaboration partner and potential relationships in infrastructure and water sector
	Porirua City Council	Contract financial training to Councillors – no conflict anticipated
	REANNZ	Director of Crown Entity providing fibre network and compute services – no conflict anticipated but potential relationships across crown research and tertiary institute sector
	Department of Internal Affairs	Ex contractor implementing finance and payroll systems - no conflict anticipated but potential relationships within DIA and NTU which could cross over

	Treasury, Public Service Commission and DPMC	Ex employee as CFO for central agencies - no conflict anticipated but potential for relationships to monitor
	Director Indemnity and Insurance cover	Wai Hononga Water Services Limited - procures Director Indemnity and Insurance cover
Onno Mulder	EA Networks	CEO of EA Networks – No conflicts
	Mulder Consultants Limited	Recipient of director fees for Onno Mulder as Director of Wai Hononga Water Services Limited Director and Shareholder of Mulder Consultants Limited.
	VFM Family Trust	Family trust – no conflict
	Ex CEO of Citycare Limited – resigned November 2020	Citycare provides maintenance services to NPDC for 3 Waters maintenance – no conflict as no involvement with Citycare since November 2020.
	Director Indemnity and Insurance cover	Wai Hononga Water Services Limited - procures Director Indemnity and Insurance cover
Joshua Hitchcock	Te Kotahitanga o Te Atiawa, Pouwhakahaere / Interim CEO	Te Atiawa (Taranaki) post settlement governance entity – ongoing relationship with NPDC
	Venture Taranaki Trust, Deputy Chair	CCO of NPDC, no current conflict.
	Ka Uruora Aotearoa Trustee Limited, Director	National Iwi collaborative housing support entity, no current conflict.
	Ka Uruora Trustee Limited, Director	Taranaki based Iwi collaborative housing support entity, no current conflict.
	Ngāmotu District Growth Advisory Panel, Member	Advisory panel to NPDC on development matters including district plan and development contributions.
	Director Indemnity and Insurance cover	Wai Hononga Water Services Limited - procures Director Indemnity and Insurance cover
Kim Skelton	Trustee, Te Kotahitanga o Te Atiawa Trust	Te Atiawa (Taranaki) Iwi post settlement governance entity – ongoing relationship with NPDC
	Director, Te Atiawa Iwi Corporate Trustee Ltd	Charitable entity for Te Atiawa (Taranaki) – potential relationship with NPDC for charitable projects
	Director, Te Atiawa Iwi Holdings Management Limited	Commercial investment, property ownership and property development in Taranaki/NZ – anticipated conflict for NPDC consent

		applications and developments requiring Wai Hononga Water Services Limited services.
	Director, Te Atiawa (Taranaki) Holdings Limited	Fisheries asset holding company – no conflict anticipated
	Alternate Director, Te Ohu Kaimoana Maori Trustee Limited	National Maori fisheries settlement entity – no conflict anticipated
	Chair, Te Rau o Rongo Charitable Trust	Recipient of NPDC grant funding for environmental education
	Director and shareholder, Solas Consulting Ltd	Recipient of Wai Hononga Water Services Limited directors' fees for Kim Skelton
	Director Indemnity and Insurance cover	Wai Hononga Water Services Limited - procures Director Indemnity and Insurance cover
Neil Holdom	Principal, TX1 Insight	Management Consultancy, undertaking work in the energy sector. No conflicts.
	Former Mayor New Plymouth District Council 2016-2025	No conflicts

1.4 Minutes of the public section of the board meeting of 25 May 2026

Supporting Documents:

1.4.a	Draft Minutes of the 25 May 2026 Board Meeting - Public - 1 June 2026.docx	9

2. Items for Information, Discussion and Approval - Lead by Chair

2.1 Establishment Workstream Report - Lead by Neil Holdom

For Discussion

Supporting Documents:

2.1.a	CE and Workstream Board Report - May 2026.pdf	13

3. Close of Public Session - Lead by Chair

4. Public Excluded Session - Lead by Chair

4.1 Minutes of the PEx section of the previous board meeting of 25 May 2026

4.2 AFR Committee Update - Lead by Sara Brownlie

For Discussion

4.3 PSC Committee Update (public excluded items) - Lead by Onno Mulder

For Discussion

4.4 Due Diligence Update - Lead by Suz Kuru

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4.5 Establishment Update - Lead by Pete George

For Noting

4.6 Transitional Support Agreement variation - Lead by Neil Holdom

4.7 Establishment team structure - Lead by Neil Holdom

4.8 Any further business - Lead by Chair

For Discussion

4.9 Action List - Lead by Chair

For Noting

5. Closing Karakia and Close of meeting - Lead by Chair

5.1 Closing Karakia

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!

5.2 Close of meeting

Next meeting: Wai Hononga Water Services Limited Board Meeting 27 July 2026 - 27 Jul 2026, 10:00 am

DRAFT – PUBLIC

Wai Hononga Water Services Limited
Minutes

Board meeting	Public session
Date	25 May 2026
Venue	Plymouth Room, NPDC Civic Centre, 84 Liardet Street and Teams
Time	10.00am

Attendance		
Board of Directors	**Management**	**Guests**
Sara Brownlie - Acting Chair for this meeting Onno Mulder Kim Skelton Joshua Hitchcock	Neil Holdom (Establishment Chief Executive) Mark Hall (Establishment Team Strategic and Te Tiriti Partnership Director) Pete George (Establishment Team – Establishment Director) Courtney Crowther (Business Analyst/Establishment Team – Finance Business Analysis Lead) – providing meeting technology support Nicolette West (Establishment Team – Strategy and Policy Lead) – attended for item 8 Jess Davies (Contract Secretariat Support – Absolute Gems)	Sarah Downs (Council Observer) Members of the Public

Item	**Opening of Meeting**
1 & 2	• The Acting Chair, Sara Brownlie, welcomed attendees to the meeting of the Board of Directors of Wai Hononga Water Services Limited (the **Company**), including three members of the public. A safety briefing was provided and the meeting opened with a karakia. • The Acting Chair noted that there was a quorum present and noted that no apologies had been received. • The Acting Chair noted that this meeting is open to the public, as required under the Local Government Official Information and Meetings Act 1987 (LGOIMA) which applies to water organisations such as the Company, which have been established pursuant to the Local Government (Water Services) Act 2025. However, there are some agenda items which are required to be discussed in confidence by the board, in order to protect, for instance, the privacy of individual staff members or commercially sensitive information. The agenda for this meeting is therefore in two parts – the first part deals with items that can be discussed in public and the second deals with items which need to be discussed with the public • The Acting Chair acknowledged the resignation of Michael Sage as Chair and recognised his significant contribution to the establishment of the Company, including his leadership through incorporation and the early establishment phase.

	• The Board noted that governance continuity arrangements are in place, with Sara Brownlie, Joshua Hitchcock, Kim Skelton and Onno Mulder rotating the Acting Chair role for board meetings until a new Chair is appointed by NPDC. The Acting Chair confirmed that the Board remains focused on delivering the Company's established objectives.
3	**Disclosure of Interests** • The Chair asked each of the directors and the Chief Executive if the Company's Directors and Senior Management Interests Register (the **Register**) needed to be updated in any way (additional disclosures or modification of any existing disclosure) or if there were any conflicts in regard to papers on the agenda. • Neil Holdom noted his previous role as Mayor of New Plymouth District. No other updates were raised.
4	**Minutes of the Public Section of the Board Meetings on 16 April 2026** • The Board unanimously approved the minutes of the previous meeting as a true and correct record.
	Public Agenda
5	**Chief Executive's Report** Neil Holdom spoke to the Chief Executive's Report and highlighted progress across key establishment activities. **Due Diligence and Programme Refresh** • The Board noted that due diligence activities with New Plymouth District Council (NPDC) are progressing well, with the majority of required information now available for review. Engagement between NPDC and the Company remains constructive. • The Board was advised that the establishment programme is being refreshed to consolidate workstreams and improve alignment with strategic priorities. **Statement of Expectations** • The Board noted that NPDC is currently considering community feedback on the draft Statement of Expectations (SOE). Once the revised draft is available, it will be provided to the Board for review before being returned to Council for adoption. • The Board discussed the importance of adopting the SOE by 30 July 2026 to meet legislative requirements and noted that earlier adoption would minimise downstream programme impacts. The Board noted that a June adoption would be preferable to avoid consequential delays. **Service Delivery and Policy Development**

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The Board noted progress in the scoping of corporate services arrangements, with most service areas now substantially scoped.
A draft policy framework has been considered by the Audit, Finance and Risk Committee, and a draft communications policy has been circulated for preliminary feedback.

Programme Expenditure and Resourcing

The Board noted programme expenditure of $600,000 to date and the current forecast of $1.3 million for establishment costs through to 30 June 2026, which is subject to refinement as due diligence progresses.
Discussion focused on staffing retention, due diligence activities, preparation of the transfer agreement, and scaling establishment activities towards day-one readiness.
The Chief Executive advised that competing priorities within NPDC may limit the availability of seconded resources over the next 12 to 18 months due to annual plan, long-term plan, RMA reform and regional amalgamation work. Management is assessing external resourcing options to support delivery of the establishment programme.
The Board discussed the potential impact of these constraints on the 1 July 2027 establishment date. Management advised that while additional cost and risk may arise, the programme remains on track and delivery timelines are considered achievable.

Website and Branding

The Board noted progress on development of the Company's website and branding. A draft website has been developed and contains the core information required at this stage. Branding work remains underway.
The Board acknowledged that website development will continue to evolve and that governance input will be sought during the process.

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Audit, Finance and Risk Committee Update

Sara Brownlie, Chair of the Audit, Finance and Risk Committee, provided an update on the Committee meeting held on 18 May 2026.
The Board noted that the Committee received information relating to NPDC's historical insurance arrangements and preliminary debt modelling work being undertaken in support of future financial planning.
The Committee discussed the importance of integrating investment planning, debt capacity, funding requirements and insurance considerations into the Water Services Strategy and broader financial model.
The Board noted that the Committee is in the early stages of its work programme and that more substantive financial and risk matters will be brought forward as modelling activities progress.

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7	**Local Government Official Information and Meetings Act 1987 (LGOIMA) Policy and Process** • The Board noted that the proposed LGOIMA Policy and Process had been circulated in advance of the meeting and that directors had previously provided feedback. No further comments were raised. **Resolved:** **The Board unanimously approved and adopted the LGOIMA Policy and Process.**
8	**Policy Framework** • The Board received an update on the policy workstream and noted the proposed policy framework was considered by the Audit, Finance and Risk Committee on 18 May 2026. • The Board discussed the significant number of policies required to support establishment activities and endorsed the approach of consolidating policies where appropriate while maintaining the intended governance outcomes. • The Board noted the policy schedule identifying policy ownership, committee oversight responsibilities and approval pathways. • The Board discussed policies required for day-one operations and confirmed the previous agreement that existing NPDC policies will apply where appropriate until Company-specific policies are adopted. • The Board further noted that, following operational commencement, a review will be undertaken to determine which inherited policies remain fit for purpose and which require amendment or replacement. • The Acting Chair acknowledged the substantial progress made by management in developing the policy framework and noted that this work will continue as the establishment programme advances.
9	**General Business** There was no other general business. The public session closed at 10.55am.
10	**Confirmation of Minutes** These minutes were confirmed as an accurate record of this meeting, by resolution of the board passed at its meeting on 11 June 2026.

Wai Hononga Water Services Limited

CE and Establishment Workstream Board Report

Reporting period: **May 2026**

Board Meeting Date **11.06.2026**

Prepared for Wai Hononga Board – Governance use only

Purpose

The purpose of this report is to:

1. Provide the Board with a clear, concise view of progress, focus areas, and upcoming milestones and confidence of delivery across the Wai Hononga establishment programme
2. Highlight key matters requiring Board awareness, input or decision
3. Provide an update on programme refresh activities and transition progress

Background / Context

This report covers the consolidated establishment programme workstreams and associated reporting approach endorsed in principle subject to ongoing refinement.

The consolidated workstreams provide a more integrated structure for planning, coordinating and reporting establishment activities to support Day 1 readiness. The workstreams will form the basis of the integrated programme roadmap soon to be developed and intended to improve visibility of priorities, dependencies, sequencing, risks and delivery confidence across the programme.

Reporting will continue to evolve as programme oversight arrangement mature, workstreams ownership is confirmed and the integrated programme roadmap is developed. Key focus within that will include:

- Day 1 outcomes and operational readiness
- Integrated planning, sequencing and dependencies
- Clear visibility of priorities, risks, milestones and delivery confidence
- Identification and management of key delivery trade-offs and decisions

This report provides a summary of progress across the consolidated workstream, together with key dependencies, upcoming milestones and matters requiring Board visibility and attention.

Programme and workstream risks are reported separately through the Wai Hononga Risk Report and associated Audit, Finance and Risk Committee reporting processes. This report focuses on programme and workstream progress, delivery confidence, key dependencies and upcoming milestones, with only key delivery impacts and matters requiring Board visibility highlighted where relevant.

Executive Summary / CE Report

What has changed since the last period

The following key activities and developments occurred during the reporting period:

- Governance and establishment arrangements have progressed with the first Audit, Finance and Risk Committee meeting being held in May, consolidation of workstream reporting and development of a more structured programme delivery approach.
- Progress has been made across due diligence and Transfer Agreement activities with information gathering continuing, asset due diligence planning underway, and Board approval provided to commence Transfer Agreement drafting in parallel. Engagement with NPDC has increased across legal, finance, service and asset-related activities.
- The Policy Framework has been endorsed by the Board, priority policy development has commenced and communications, engagement, branding and website activities have continued to progress.

- Finance and commercial planning has strengthened through the onboarding of DIA support, progression of the financial model, development of the Treasury Policy, establishment budget planning and continued work on future pricing and billing arrangements.
- Service and operational planning has progressed through continued review of service arrangements currently provided by NPDC, providing improved visibility of Day 1 operating requirements and future support arrangements.
- Recruitment and establishment planning activities have progressed, including Board consideration of the establishment resourcing approach, appointment of the Executive Officer, CFO role development and sizing, General Counsel and Programme Manager recruitment, and progression of procurement and recruitment activities for priority programme and workstream capability.
- Initial planning has commenced for technology, data and reporting capability requirements, including development of the Technology, Data and Reporting Lead role and future Information Systems Strategic Plan requirements.

Key Items requiring Board awareness or attention

The following matters require ongoing Board visibility and management attention:

- Transfer Agreement development, due diligence activities and associated Council decisions remain key programme dependencies and will influence a broad range of governance, financial, operational and organisational planning activities.
- Progression of organisational and team design - building on the endorsed functional design work - is important to support workforce planning, recruitment and establishment capability. Further refinement of future organisational structures, role design and service delivery arrangements will be required to support recruitment into the permanent organisational structure and transition from short term contract roles. Given current programme capacity and competing delivery priorities, progress is likely to be incremental over the coming months and will require future Board consideration as organisational design matures.
- Several workstreams remain dependent on foundational decisions and assumptions, including Te Tiriti arrangements, risk appetite, service delivery arrangements, organisational design, Transfer Agreement scope and Day 1 operating requirements. These matters will progressively be brought to the Board for discussion, direction or approval as planning activities advance.
- Continued collaboration between Wai Hononga, NPDC and other stakeholders will be important to maintain programme momentum, support timely decision-making and enable implementation of the proposed programme and workstream structure. This includes identification and commitment of appropriate NPDC personnel to support delivery of programme coordination and workstream activities and Day 1 readiness outcomes.

Forward look, dependencies and delivery confidence

- Focus will be on engaging approved programme and establishment capability to support Day 1 readiness activities. This includes appointment of a General Counsel and Programme Manager, onboarding of the Executive Officer, engagement of Te Tiriti advisory support, progression of Customer and Corporate Services leadership recruitment, and confirmation of workstream leadership arrangements. Recruitment, onboarding and workforce planning activities will continue to strengthen programme coordination, governance support and delivery capability across the establishment programme.
- Focus will be on progressing Transfer Agreement development alongside due diligence activities, with continued engagement between Wai Hononga and NPDC to confirm scope, responsibilities, service arrangements, assets, liabilities and transition assumptions required to support future operational and organisational planning.
- Due diligence activities will continue across legal, financial, operational and asset-related matters. Particular focus will be placed on validating information, identifying material issues

requiring resolution and improving confidence in assumptions underpinning Transfer Agreement negotiations and Day 1 planning.

- Engagement of specialist programme support to assist with development of the integrated programme roadmap and supporting programme management disciplines. The roadmap will continue to evolve as programme capability is established and planning activities progress.
- Overall delivery confidence continues to improve as programme governance, planning and capability mature. However, progress remains dependent on timely access to information, availability of key stakeholders, progression of Transfer Agreement and due diligence activities, mobilisation of approved capability and continued collaboration between Wai Hononga and NPDC.

Establishment Programme development and Workstream Overview

As Wai Hononga progresses toward Day 1 readiness, the establishment programme is continuing to develop into a more structured and integrated delivery model aligned to the increasing scale, complexity and coordination requirements of the transition programme.

Current activities are focused on strengthening programme oversight, planning, reporting, coordination and integration across workstreams and between Wai Hononga, NPDC and supporting stakeholders. A key focus area is development of an integrated programme roadmap to support planning, prioritisation, sequencing, management of dependencies and trade-offs, and improved visibility and delivery confidence.

During this transition period, reporting structures and workstream arrangements will continue to evolve as delivery approaches are refined and programme visibility improves. The following sections provide an overview of current programme activities, delivery structures, workstream progress, key dependencies and delivery confidence.

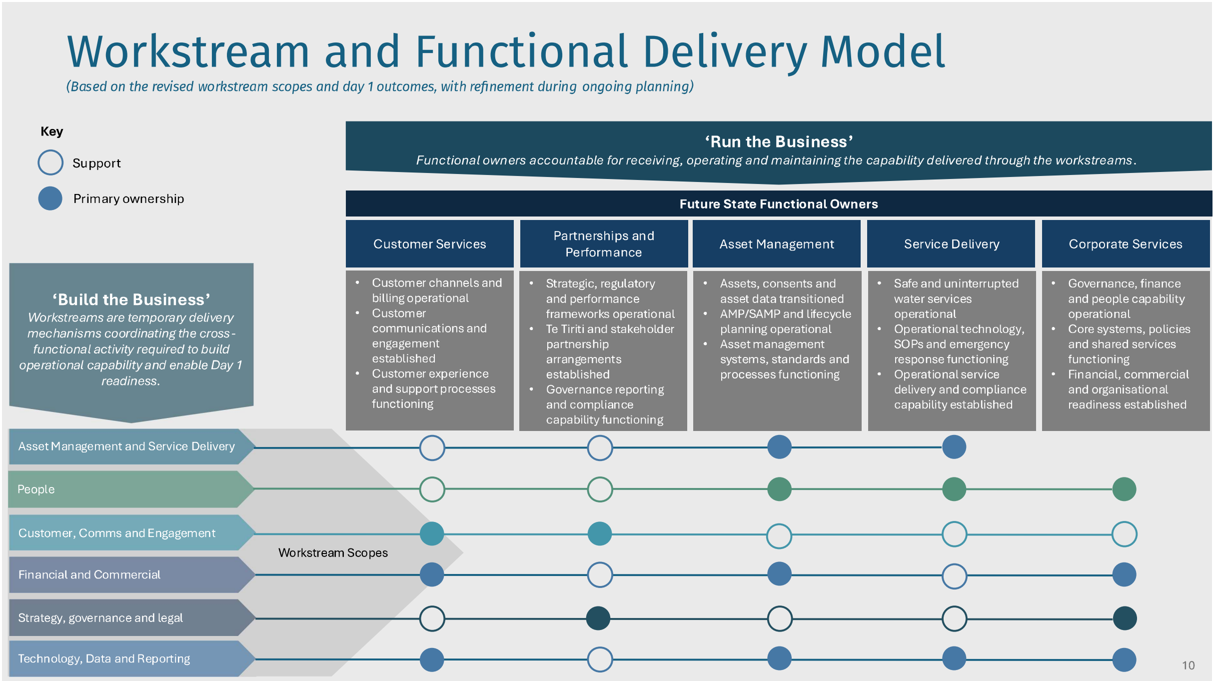
A summary of current programme activities and progress is included in the Establishment Programme Summary in Attachment 1.

Workstream and Functional Delivery Model

The below model has been developed to show the relationship between programme workstreams and future functional ownership across Wai Hononga.

The workstreams will coordinate the cross-functional establishment activities required to support Day 1 readiness, while future functional owners retain accountability for operational capability, service delivery and ongoing ownership into BAU operations.

This model will strengthen programme coordination, visibility and accountability across the establishment programme while supporting a more integrated delivery approach between Wai Hononga, NPDC and supporting stakeholders. Further refinement of workstream ownership, sequencing, governance and delivery approaches will continue as integrated programme planning and roadmap development progresses.


Workstream and Functional Delivery Model
(Based on the revised workstream scopes and day 1 outcomes, with refinement during ongoing planning)
Key
Support
Primary ownership
'Run the Business'
Functional owners accountable for receiving, operating and maintaining the capability delivered through the workstreams.
Future State Functional Owners
Customer Services
Partnerships and Performance
Asset Management
Service Delivery
Corporate Services
• Customer channels and billing operational
• Customer communications and engagement established
• Customer experience and support processes functioning
• Strategic, regulatory and performance frameworks operational
• Te Tiriti and stakeholder partnership arrangements established
• Governance reporting and compliance capability functioning
• Assets, consents and asset data transitioned
• AMP/SAMP and lifecycle planning operational
• Asset management systems, standards and processes functioning
• Safe and uninterrupted water services operational
• Operational technology, SOPs and emergency response functioning
• Operational service delivery and compliance capability established
• Governance, finance and people capability operational
• Core systems, policies and shared services functioning
• Financial, commercial and organisational readiness established
'Build the Business'
Workstreams are temporary delivery mechanisms coordinating the cross-functional activity required to build operational capability and enable Day 1 readiness.
Asset Management and Service Delivery
People
Customer, Comms and Engagement
Financial and Commercial
Strategy, governance and legal
Technology, Data and Reporting
Workstream Scopes
10

Attachment 1 - Establishment Plan Programme Summary

The Establishment Programme Summary provides an overview of programme activities, governance, planning and coordination matters that span multiple workstreams or support overall programme delivery. The summary provides visibility of key programme activities, dependencies, priorities and delivery confidence as Wai Hononga progresses toward Day 1 readiness.

Programme and workstream risks are reported separately through the Wai Hononga Risk Report and Audit, Finance and Risk Committee reporting process. This report therefore focuses primarily on delivery progress, dependencies and confidence.

Detailed progress against individual workstreams is provided in Attachment 2.

Workstream	Progress summary (1–2 lines max)	Overall RAG	Progress this period (key movements)	Next period focus	Matters requiring attention	Critical dependencies or impacts	Next key milestone (description and date)	Next key milestone confidence level RAG
Establishment Plan	Programme governance, planning and delivery coordination activities are being strengthened to support Day 1 readiness. Initial programme structure and delivery planning activities have been developed to support integrated programme delivery and oversight.		Board resourcing memo submitted to support mobilisation of key programme and establishment capability with approved roles progressing. Initial roles and support are: • Specialist advisory support scope incorporating Board feedback • Progression of Programme Manager recruitment, including confirmation of shortlisted candidates and scheduling of interviews • Engagement of interim CFO support while the permanent role and recruitment are progressed to support the provision of transition financial decisions Board workstream reporting consolidated into revised workstreams with further detail provided Identified Microsoft Project Plan 3 to support development of the integrated programme roadmap, including sequencing, dependency management, milestone tracking and programme reporting.	Establish programme oversight group, engage specialist programme support. Progress recruitment and onboarding for priority programme and establishment roles, identify workstream leads, and commence development of the high-level integrated programme roadmap. Progress programme and workstream risk workshops and prepare risk report for Audit, Finance and Risk Committee consideration.	Current programme delivery remains reliant on a combination of operational and part-time resources while maintaining BAU delivery and governance obligations. Confirmation of workstream ownership, supporting resources, stakeholder availability, and clear roles, responsibilities and decision-making accountabilities across governance, programme and workstream levels will be important for efficiency and to maintain programme momentum and delivery confidence. Development of the integrated programme roadmap will be a key focus to support prioritisation, sequencing, visibility of dependencies and trade-offs, and improved confidence in programme planning, governance and reporting.	Dependent on Board approval, and engagement of specialist support, together with availability of suitably skilled programme and workstream resources to support programme oversight, integrated planning, roadmap development and coordination activities while maintaining ongoing delivery obligations.	Initial integrated programme roadmap developed, including priorities, sequencing, dependencies, key decision points and delivery confidence. Target: July 2026.	

Attachment 2 - Establishment Workstream Report

The following workstream updates provide a summary of progress against the consolidated establishment workstreams, including key activities completed during the period, upcoming priorities, critical dependencies and delivery confidence.

As integrated programme planning progresses, reporting will continue to evolve and be supported by the integrated programme roadmap soon to be developed. This will provide greater visibility of priorities, sequencing, dependencies, key decisions, delivery milestones and programme confidence across the establishment programme.

Workstream risks are reported separately through the Wai Hononga Risk Report and Audit, Finance and Risk Committee reporting process. This report therefore focuses primarily on delivery progress, dependencies and confidence.

Consolidated Workstream (Scopes appended)	Previous Workstream	Progress summary (1–2 lines max) *Where does this sit right now?*	Overall RAG	Progress this period (key movements) *What moved since last month?*	Next period focus	Matters requiring attention	Critical dependencies or impacts	Next key milestone (description & date)	Next key milestone confidence level RAG
STRATEGY, GOVERNANCE & LEGAL	**Governance & Foundation**	Core governance documents have been adopted or are progressing through approval. Post legal input, the amended SOE will be submitted to the 25 June Council meeting, Committee structures are in place, and CE recruitment is underway.		Board Charter and Standard Operating Procedures are in development. Due diligence and discussions with NPDC on the Transfer Agreement progressed, and the first Audit, Finance and Risk Committee meeting was held on 18 May, with a supporting paper approved by the Board.	Development of Transfer Agreement. Review of amended SOE following NPDC legal review.	Timing for SOE adoption and Transfer Agreement progress remains subject to external decision-making and may affect wider governance and establishment sequencing.	Council resolution timing for SOE and Transfer Agreement.	SOE adoption deadline is 5th August 2026. Resubmission date to council for 25 June Meeting.	
	Legal & Regulatory	Due diligence is underway to inform the Transfer Agreement, and key regulatory requirements have been identified. Progress remains dependent on NPDC resourcing, system access and Council decision-making.		Due diligence information gathering progressed and Board approval was granted to commence Transfer Agreement drafting in parallel. The draft SOE was considered by Council on 6 May and left on the table following deputation from the NP Ratepayers Alliance.	Continue due diligence data collation, including asset due diligence, progress Transfer Agreement drafting, and revise and resubmit the SOE through a future Council meeting. Recruitment of General Counsel.	Timeframes remain subject to NPDC resource availability and Council scheduling, which may impact progress on both legal and regulatory deliverables.	Full access to the UniMarket contract management system is required to support due diligence. SOE adoption is dependent on Council resolution and must meet statutory timing requirements.	Legal due diligence report to Board and Management by end of June 2026. SOE resubmission date to be confirmed with Council. Appoint General Counsel.	
	Strategy & Policy	Draft Policy framework prepared and approved by for AFRC. Planning for the development of the Significance and Engagement Policy (to be completed within 12mths of Establishment date Feb 2026)		Board endorsed the Policy Framework at the 25 May meeting.	Planning for the development of the Significance and Engagement Policy (to be completed by February 2026) Development of priority Policies continues.		Identify the priority policies. Procure the resourcing to develop these. Recruitment of Mana Whenua Engagement Lead and contingent on access to a Customer, Comms and Engagement Lead. Resource availability limits the speed of policy development.	Board endorsement of urgent policies by Aug 21 Board meeting. Board endorsement of process for development of the Significance and Engagement strategy.	
	Business Planning	Baseline existing asset management planning and		Document analysis underway. WSP developing	Review and seek Board approval for asset due	Development of initial organisational design and	Prioritisation of Asset due diligence through June	Asset due diligence report by 30 June 2026	

Consolidated Workstream (Scopes appended)	Previous Workstream	Progress summary (1–2 lines max) *Where does this sit right now?*	Overall RAG	Progress this period (key movements) *What moved since last month?*	Next period focus	Matters requiring attention	Critical dependencies or impacts	Next key milestone (description & date)	Next key milestone confidence level RAG
		financial documents, information gaps and assumptions to inform development of our Water Services Strategy (WSS). WSP tasked with prioritising provision of an asset due diligence proposal to support development of the Transfer Agreement and WSS		gap analysis and preliminary confidence ratings on existing planning documentation. WSP preparing asset due diligence proposal.	diligence proposal and commence work.	strategic inputs from the Board and establishment team	will delay Business Planning process.		
FINANCE & COMMERCIAL	**Finance & Funding**	First draft of Treasury Policy is progressing. Chart of Accounts – go live date for COA is January 2027, work to be prioritised in June/July. Change of Signatories on Bank account from Michael Sage to Joshua Hitchcock underway. ACC – change to contact details and management of Levy's sent to ACC for updating. AON New advisor has been appointed by Aon. Aon are available to present to the next available board meeting.		Reports for initial AFRC meeting. DIA resource onboarded, to focus on financial model. Building cost and budget estimate summary. Treasury Policy prepared by Scott Pearson and peer reviewed by Tiffany Radich. Draft financial model for WSS prepared with key assumptions / information required identified – to present progress to next AFRC meeting.	Finalise Treasury Policy, Fraud and Sensitive Expenditure Policies, Chart of Accounts and appointment of CFO. Insurance Strategy to be refined and presented back to AFRC including an Insurance Workplan.	Completion of Transfer Agreement to inform budget.	Transfer Agreement will influence the budget cost estimates. Induction of new finance resource TFA key dates to inform completion of major milestones	Establishment cost budget approved by 30 June 2026. Financial and non-financial assumptions approved by 31 July 2026 Chart of Accounts by 31 July 2026. Treasury Policy submitted for Board approval August Board Meeting. AON to present Insurance cover to the Board 11 June meeting.	
	Commercial	DIA resource (Scott Pearson) onboarded and working through the Design of financial model. Documentation of current NPDC Billing process in terms of recovery costs and tariff calculations.		Financial Model design and early indication of debt is progressing along with supporting documentation.	Design and documentation of financial model completed ready for review.	N/A	Resourcing dependencies. And confirmation of key decisions on the tariff NPDC Water Billing programme of work.	Financial model and Tariff calculation confirmed by 30 June 2026	
ASSET MANAGEMENT & SERVICE DELIVERY	**Services & Operations**	Responses received from 15 of 16 NPDC teams outlining the scope of their current level of support provided to Waters team.		Waters Team Leads have reviewed 11 scopes. Finance scope in development	Complete collection and Waters' review of current level of support provided.	Finance scope in development.	Transfer Agreement and Day 1 operating model. Decision around Wai Hononga requirements for the transfer inclusion of Stormwater. Finance scope dependent on Day One operating model.	Transfer Agreement. Confirm scope. Confirm timing.	

Consolidated Workstream (Scopes appended)	Previous Workstream	Progress summary (1–2 lines max) *Where does this sit right now?*	Overall RAG	Progress this period (key movements) *What moved since last month?*	Next period focus	Matters requiring attention	Critical dependencies or impacts	Next key milestone (description & date)	Next key milestone confidence level RAG
	Asset Management	As part of Due diligence, data has been gathered on 2 Waters Assets, consents and what will be transferred.		Re-alignment of all outcomes of Asset Management and Services Delivery for oversight of workstream items.	Understanding priorities and timeframes post re-alignment of outcomes.		Business Planning work around AMPs, SAMP and WSS is being worked on within the. NPDC Policy team for the review of the Bylaws.		
PEOPLE	**People & HR**	Future state functional groupings and staff transfer alignment endorsed Permanent recruitment and other resourcing RFPs at various stages from recruiting through to appointment. Office space has been identified, pending a date of relocation from the NPDC Property Manager.		Continued to progress employment documentation. CFO position description developed and submitted for independent sizing. Recruited for Executive Officer and made appointment with a commencement date of 27 June.	Progress priority recruitment and onboarding activities and workforce planning approach, confirm workstream and functional role ownership, and continue development of key employment frameworks, policies and support arrangements required for Day 1 operations. Confirmation of available office and relocation planning to accommodate new personnel	Development of the future organisational structure, role design and workforce planning approach remains a key focus area to support recruitment planning, transition activities and Day 1 readiness. Alignment between organisational design, service delivery arrangements and capability requirements will be important to support efficient recruitment and mobilisation of priority roles. Key HR policies are needed prior to employing permanent staff.	Dependent on confirmation of future operating model decisions, organisational structure and role design, Transfer Agreement negotiations, service delivery arrangements, and ongoing coordination with NPDC regarding transition planning, support services and workforce implications. These activities will inform workforce planning, recruitment sequencing and establishment readiness activities.	Confirmation of priority establishment roles and progression of key recruitment activities.	
CUSTOMER, COMMS & ENGAGEMENT	**Comms & Engagement**	One-page summary for May has been prepared for NPDC staff, outlining the high-level findings from the Change & Engagement Staff Survey. The draft External Communications and Engagement Strategy has been provided to Board directors for review.		The one-page May progress summary will share high-level insights from the Change & Engagement Staff Survey, highlighting differing levels of understanding across the organisation and opportunities to clarify misinformation. It will also reference current Wai Hononga recruitment activity. The Draft Communications and Engagement Strategy has been provided to the Board for feedback.	Focus will be on working with the Establishment Director to shape change, engagement and communications as workstream refinement continues while continuing to keep staff informed and supported as they progress through their LWDW journey.	Matters noted last month remain relevant, particularly regarding confirmation of timelines and Day 1. In addition, recent further departures from water services staff (2 staff) increase the emerging risk of skills and capability loss during the transition.	Confirmation of the refined Establishment Plan as well as the agreement on Day 1 readiness sequencing. Values and Principles required to finalise Communications and Engagement Strategy.	Refine External Comms and Engagement Strategy Following Board feedback, finalise and implement Communications and Engagement Strategy prior to July Board meeting.	

Consolidated Workstream (Scopes appended)	Previous Workstream	Progress summary (1–2 lines max) *Where does this sit right now?*	Overall RAG	Progress this period (key movements) *What moved since last month?*	Next period focus	Matters requiring attention	Critical dependencies or impacts	Next key milestone (description & date)	Next key milestone confidence level RAG
	Customer	Customer workstream activities remain on track, with incremental progress across customer relationship management scoping, brand and website development, and the Mock Billing project.		Updated Brand development work has been received following feedback on early concepts. Draft website developed and awaiting application of the agreed brand and related design elements. Provision of pricing assumptions to Mock Billing project team.	Continue to assess customer implications of due diligence findings. Finalise brand identity for Board endorsement and integrate it into the draft website and supporting customer materials.	Coordination of Wai Hononga customer facing activities with NPDC remains important to ensure consistency and avoid customer confusion during transition.	Board endorsement of the final brand. Alignment with NPDC's existing customer relationship management processes and the Mock Billing campaign remains critical to ensure continuity for customers.	Finalise brand for Board endorsement by the July meeting. Mock Billing update to June Audit Finance and Risk committee meeting.	
TECHNOLOGY, DATA AND REPORTING	**N/A**	Technology, data and reporting planning activities underway to identify the capability, systems, reporting and information requirements required to support Day 1 operations and future organisational needs.		Discussions held with NPDC and external providers to inform the Technology, Data and Reporting Lead role, Day 1 technology requirements and approach to Information Systems Strategic Plan (ISSP) requirements. Initial consideration of reporting, data, integration and digital service requirements has commenced.	Confirm Technology, Data and Reporting Lead role requirements and procurement approach. Progress recruitment or engagement of specialist capability, establish the workstream, and commence development of the Day 1 technology roadmap and ISSP. Continue assessment of reporting, data and digital capability requirements, including regulatory and performance reporting needs. SharePoint - Requirements gathering and high-level documentation of Information Management and document management principles to re-shape Wai Hononga's document management and record keeping.	Early decisions regarding the level of Day 1 digital capability, system ownership, reporting requirements and ongoing reliance on NPDC services will influence future technology, data and resourcing requirements.	Dependant on confirmation of the future operating model, service delivery arrangement, reporting requirements and ongoing collaboration with NPDC to understand current systems, data interfaces and support requirements, while considering alignment with the NPDC Digital Strategy and related digital initiatives	Technology, Data and Reporting Lead engagement approach confirmed. Target: June 2026.	

Attachment 3 - Workstream Scopes

The below table outlines the consolidated workstream scopes endorsed in principle through the programme refresh process. The workstreams provide a clear and integrated structure for coordinating establishment activities required to support Day 1 readiness, while aligning to future functional ownership.

These workstreams will form the basis of the integrated high level programme roadmap soon to be developed, followed by additional supporting detail. Activities will be further planned, sequenced and prioritised as dependencies, constraints, risks, resourcing and delivery trade-offs are progressively worked through. Further refinement of the workstream scopes is expected through ongoing programme planning. Amendments or additions to scope as planning progresses will be highlighted in red text.

Status	Asset Management & Service Delivery	People	Customer, Comms & Engagement	Finance & Commercial	Strategy, Governance & Legal	Technology, Data and Reporting
In Progress or Outstanding	• Document and value all water service assets, plants and equipment transfer • Register of consents, co-governance and 3rd party arrangements in place • Asset management and service delivery policy, process and guidance developed or transferred (supported by Business Analyst) • SAMP/AMP/IDP prepared • SLA's prepared to support arrangements with NPDC • Asset Management Group readiness • Service Delivery Group readiness • Support NPDC review of water service bylaws and development of new bylaws and plans (Review by Aug 2027, new bylaw by 2030)	• Operating model • Organisational design • Staff transition and change management (supported by the change manager) • Staff recruitment • Values development • Staff onboarding and induction • HR policy, process and guidance development (supported by BA) • Office premises procurement and fit-out • People function readiness	• Day 1 customer experience and service design • Brand development • New customer channel establishment • Customer contract and charter • Waiver policy • Customer KPIs for inclusion in WSS • Customer, Billing and Communications function readiness. • Staff channel establishment • Customer change management (supported by the change manager) • Stakeholder communications	• Financial strategy and long-term financial modelling (inputs to WSS and Annual budget) • Revenue and pricing, including tariff transition and billing readiness • Funding, borrowing, treasury management and LGFA accession • Financial aspects of asset and liability transfer • Financial governance and controls (policies, audit, ring-fencing) • Finance related SLAs with NPDC (ERP, payroll, billing, reporting) • Financial risk management, insurance and compliance • Finance and Procurement function readiness • Supplier change management (supported by the change manager)	• Water Services Strategy • Enterprise risk • Vision development • Business planning • Te Tiriti partnerships and settlement obligations • Contract novation • Transfer Agreements • Governance, strategy, planning, compliance, Te Tiriti policy, process and guidance development (supported by Business Analyst) • Transfer RMA consents • Partnerships & Performance group, and governance/legal function readiness • All other governance workstream activities	• Establish shared systems and data arrangements with NPDC • Develop IT policies, processes and guidance (review NPDC documents for fitness for purpose) • Establish cyber security posture • Technology function readiness • Define Wai Hononga-specific digital and data requirements • Coordinate transition and readiness activities with NPDC • Support future-state ISSP and sourcing decisions • Manage digital risks, dependencies and integration points • Support organisational readiness and user transition activities • Develop reporting and analytics capability requirements (e.g. Power BI and regulatory reporting)
Complete	• Incident and emergency response plans in place • Access to Operational Technology systems (already separate from NPDC) • Policies, processes and SOPs for water services delivery documented (SharePoint)				• Legal incorporation and statutory compliance • Regulatory and legal compliance • Organisation policy framework and oversight of all policy development	