

Wai Hononga Water Services Limited

BOARD PACK

for

Wai Hononga Water Services Ltd | Public Inc Board Mtg|
21 Aug 2026 |online

Friday, 21 August 2026

10:00 am (NZST)

Held at:

NPDC

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

INDEX

Cover Page

Index

Agenda

Attached Documents:

1.1 a	Board Agenda - Public Included - 21 August 2026.docx.....	6
1.3 a	Interests Register.....	8
1.4 a	Draft Minutes 27 July 2026 Board meeting Public Included.docx.....	11
2.1 a	Establishment Programme Board Report - July 2026.docx.....	14
2.1 b	Attachment 5 - Preliminary Workstream Scopes July 2026.docx.....	25
2.1 c	Attachment 6 - Preliminary Programme Plan Gantt Chart.pdf.....	66
2.2 a	Policy Draft Drug and Alcohol Policy V1.0 Amended 20_07_2026.docx.....	95
2.2 b	Policy draft Code of Conduct Policy 2026_07_20 V1.0 Amended.docx.....	117
2.2 c	Policy Draft Motor Vehicle Usage Policy V1.0 updated 10_06_2026.pdf.....	134
2.2 d	Policy Draft HSW V1.0 Revised 28_07_2026.docx.....	144
2.2 e	Policy Draft Asset Management Policy V1.0 Board 2026_08_11.docx.....	156
2.3 a	Report Board SEP Draft for consultation 2026_08_10 v0.1.pdf.....	162

AGENDA

WAI HONONGA WATER SERVICES LTD | PUBLIC INC BOARD MTG| 21 AUG 2026 |ONLINE

Name:	Wai Hononga Water Services Limited
Date:	Friday, 21 August 2026
Time:	10:00 am to 10:50 am (NZST)
Location:	NPDC, 84 Liardet Street, New Plymouth Central, New Plymouth, New Zealand https://teams.microsoft.com/meet/479838599143878?p=kqVBnqaWPoCbjI7YVK Remote Meeting only - Please join this meeting via the link above.
Board Members:	Anthony Wilson (Chair), Joshua Hitchcock, Kim Skelton, Onno Mulder, Sara Brownlie
Attendees:	Carol Malpas, Courtney Crowther, Mark Hall, Neil Holdom, Pete George, Shannon Bishop, Yin-Shan Welton, Davina Woods , Dom Mitchell

1. Public Session - Lead by Chair

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

For Noting

Supporting Documents:

1.1.a Board Agenda - Public Included - 21 August 2026.docx	6
--	---

1.2 Opening Karakia 10:03 am (5 min)

Opening Karakia:

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

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

1.3 Interests Register 10:08 am (2 min)

For Noting

Supporting Documents:

1.3.a Interests Register	8
--------------------------	---

1.4 Minutes of the public section of the board meeting of 27 July 2026

10:10 am (5 min)

Supporting Documents:

1.4.a	Draft Minutes 27 July 2026 Board meeting Public Included.docx	11
-------	---	----

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

2.1 Establishment Programme Board Report

10:15 am (15 min)

Neil Holdom

For Discussion

Including preliminary Workstream Scopes and Programme Plan Gantt Chart

Supporting Documents:

2.1.a	Establishment Programme Board Report - July 2026.docx	14
2.1.b	Attachment 5 - Preliminary Workstream Scopes July 2026.docx	25
2.1.c	Attachment 6 - Preliminary Programme Plan Gantt Chart.pdf	66

2.2 Policies for Approval

10:30 am (10 min)

Neil Holdom

For Decision

Draft Policies endorsed by People, Safety & Culture Committee 10 August 2026

- Drug and alcohol
- Code of Conduct
- Motor Vehicle
- Health, Safety and Wellbeing
- Asset Management Policy

Supporting Documents:

2.2.a	Policy Draft Drug and Alcohol Policy V1.0 Amended 20_07_2026.docx	95
2.2.b	Policy draft Code of Conduct Policy 2026_07_20 V1.0 Amended.docx	117
2.2.c	Policy Draft Motor Vehicle Usage Policy V1.0 updated 10_06_2026.pdf	134
2.2.d	Policy Draft HSW V1.0 Revised 28_07_2026.docx	144
2.2.e	Policy Draft Asset Management Policy V1.0 Board 2026_08_11.docx	156

2.3 Significance and Engagement Policy

10:40 am (10 min)

Neil Holdom

For Decision

Endorsed by Finance, Audit & Risk Committee 21 July 2026

Request for Approval to release for Community Consultation

Supporting Documents:

2.3.a	Report Board SEP Draft for consultation 2026_08_10 v0.1.pdf	162
-------	---	-----

3. Close of Public Session - Lead by Chair
4. Closing Karakia and Close of meeting - Lead by Chair

4.1 Close of meeting

Next meeting: Wai Hononga Water Services Ltd | Public Inc Board Mtg | - 14 Sept 2026, 10:00 am

Wai Hononga Water Services Limited | Board Meeting | 21 August 2026

Venue	Online – Plymouth Room NPDC Civic Centre, 84 Liardet Street and Teams
Time	10am to 2pm

Public Session

Item Number	Meeting Administration	Lead	Action Sought	Format	Timing
1	Welcome and apologies	Anthony Wilson (Chair)	For noting	Verbal	10:00
2	Opening Karakia	At the invitation of the Chair	None	Attached	10:03
3	Interests register and conflicts of interest	Chair	For noting and updating	Attached	10:08
4	Minutes of the public section of the previous board meeting of 27 July 2026	Chair	For approval	Attached	10:10

Item Number	Items for Information, Discussion and Approval	Lead	Action Sought	Format	Timing
5	Chief Executive's report including the following. 5.1 Establishment Plan update 5.2 Workstream Report	Neil Holdom, Pete George and Mark Hall	For discussion and noting	Attached	10:15
6	Policies for approval: 6.1 Drug and alcohol 6.2 Code of Conduct 6.3 Motor Vehicle 6.4 Health, Safety and Wellbeing 6.5 Asset Management Policy	Nicolette West, Carol Malpas	For discussion and decision	Attached	10:30

7	Significance and Engagement Policy	Nicolette West	Approval to release for Community Consultation	Attached	10.40
---	------------------------------------	----------------	--	----------	-------

Close of Public Session

Local Government Official Information and Meetings Act 1987 Section 7(2)

Subject to [sections 6, 8, and 17](#), this section applies if, and only if, the withholding of the information is necessary to—

- (a) protect the privacy of natural persons, including that of deceased natural persons; or
- (b) protect information where the making available of the information—
 - (i) would disclose a trade secret; or
 - (ii) would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information; or
- (ba) in the case only of an application for a resource consent, or water conservation order, or a requirement for a designation or heritage order, under the [Resource Management Act 1991](#), to avoid serious offence to tikanga Maori, or to avoid the disclosure of the location of waahi tapu; or
- (c) protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information—
 - (i) would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied; or
 - (ii) would be likely otherwise to damage the public interest; or
- (d) avoid prejudice to measures protecting the health or safety of members of the public; or
- (e) avoid prejudice to measures that prevent or mitigate material loss to members of the public; or
- (f) maintain the effective conduct of public affairs through—
 - (i) the free and frank expression of opinions by or between or to members or officers or employees of any local authority in the course of their duty; or
 - (ii) the protection of such members, officers, employees, and persons from improper pressure or harassment; or
- (g) maintain legal professional privilege; or
- (h) enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities; or
- (i) enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations); or
- (j) prevent the disclosure or use of official information for improper gain or improper advantage.

Interests Register

Wai Hononga Water Services Limited

As of: 21 Aug 2026

Person	Organisation	Active Interests	Notice Date
Anthony Wilson	Engineering New Zealand	Distinguished Fellow and Past President	14 Jul 2026
	Infrastructure and Water Consultancy Services Limited	Director and Shareholder	14 Jul 2026
	Water New Zealand	Honorary Life Member	14 Jul 2026
	Water New Zealand	Previous National President	21 Jul 2026
	Willerby Trust	Settler of Family Trust	14 Jul 2026
Joshua Hitchcock	Ka Uruora Aotearoa Trustee Limited	Director	29 Jan 2026
	Ka Uruora Trustee Limited	Director	29 Jan 2026
	Ngāmotu District Growth Advisory Panel	Member	29 Jan 2026
	Te Kotahitanga o Te Atiawa - Pou Iho Tū	General Manager - Economic Development & Operations	29 Jan 2026
	Venture Taranaki Trust	Deputy Chair	29 Jan 2026
Kim Skelton	Solas Consulting Ltd	Director and shareholder	30 Jan 2026
	Te Atiawa (Taranaki) Holdings Limited	Director	30 Jan 2026
	Te Atiawa Iwi Corporate Trustee Ltd	Director	30 Jan 2026

	Te Atiawa Iwi Holdings Management Limited	Director	30 Jan 2026
	Te Kotahitanga o Te Atiawa Trust	Trustee	30 Jan 2026
	Te Rau o Rongo Charitable Trust	Chair	30 Jan 2026
Neil Holdom	TX1 Insight	Principal - Management Consultancy. No conflicts.	18 Mar 2026
Onno Mulder	Citycare Limited	Ex CEO - Resigned Nov 2020	2 Feb 2026
	Coast Waters Limited	Director	29 Jun 2026
	EA Networks	CEO	29 Jan 2026
	Mulder Consultants	Director and shareholder	29 Jan 2026
	VFM Family Trust	Family Trust	2 Feb 2026
Sara Brownlie	Catalyst Cloud Ltd	Sister company to Catalyst.net Ltd so related interests	2 Feb 2026
	Catalyst.net Ltd	Director	2 Feb 2026
	Department of Internal Affairs	Ex contractor implementing finance and payroll systems	2 Feb 2026
	Education NZ	Director of Crown Entity	18 Feb 2026
	Enable NZ	Director of Crown Subsidiary to Health NZ providing disability equipment and services	2 Feb 2026
	Fargher Woods Ltd	Director and Shareholder	2 Feb 2026
	Fargher Woods Trust 1 & 2	Settlor - no conflict	2 Feb 2026
	Human Rights Commission	Part-time contract CFO	2 Feb 2026
	Porirua City Council	Contract financial training to Councillors concluded 31 March 2026	2 Feb 2026
	Tiaki Wai	Contract financial advisor to Wellington region water services entity concluded 30 June 2026	2 Feb 2026
	Treasury, Public Service Commission and DPMC	Ex employee as CFO for central agencies	2 Feb 2026
	Upper Hutt City Council	Previous Independent Member for the Risk and Assurance Committee 2020-2025	2 Feb 2026

DRAFT – PUBLIC

**Wai Hononga Water Services Limited
Minutes**

Board meeting	Public session
Date	27 July 2026
Venue	Plymouth Room, NPDC Civic Centre, 84 Liardet Street and Teams
Time	10.00am

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

Item	Opening of Meeting
1	- The Chair welcomed the two members of the public present. - The Chair noted that this meeting is open to the public, as required under the Local Government Official Information and Meetings Act 1987 (LGOIMA) which applies to water organisations such as the Company, which have been established pursuant to the Local Government (Water Services) Act 2025. However, there are some agenda items which are required to be discussed in confidence by the board, in order to protect, for instance, the privacy of individual staff members or commercially sensitive information. The agenda for this meeting is therefore in two parts – the first part deals with items that can be discussed in public and the second deals with items which need to be discussed with the public.

DRAFT – PUBLIC

	Interests Register and Agenda - The Board reviewed the Interests Register. Amendments previously identified through the Audit, Finance and Risk Committee process were noted. No conflicts of interest were declared in relation to matters on the agenda. The Interests Register was received. Minutes of the Public Section of the Board Meetings on 11 June 2026 - The Board considered the minutes of the public session held on 11 June 2026. Directors requested amendments relating to references to the Shared Services Manager role and clarification of wording regarding employment transfer arrangements. Subject to those amendments, the minutes were confirmed as a true and correct record.
	Public Agenda
2	Establishment Workstream Report The report was taken as read. Management provided updates on recruitment and onboarding of key roles, settlement methodology, transfer arrangements, service delivery responsibilities, Master Services Agreement development, establishment readiness, financial modelling, Water Services Strategy development, Asset Management Plan work, annual reporting and Companies Act obligations. - The Board discussed the proposed service delivery split across 18 service areas and requested further opportunity to review and provide feedback before negotiations were finalised. - The Board noted Commerce Commission guidance that related-party service arrangements should be clearly articulated in the Water Services Strategy and that water revenues should be ring-fenced for water services. - The Board noted uncertainty regarding future stormwater responsibilities and the implications for organisational design, service agreements and financial planning. - Management confirmed the need for further advice on Annual General Meeting requirements and timing.
3	Policies for Approval The Board considered policy recommendations from the Audit, Finance and Risk Committee. The Board approved the Sensitive Expenditure Policy, Fraud Prevention and Anti-Corruption Policy, Board Training and Development Policy, and Treasury Policy subject to agreed amendments. - Treasury Policy amendments included wording relating to diversification of banking arrangements and investment counterparties. - The Board noted the Treasury Policy should be reviewed again following appointment of an external Treasury Advisor.

DRAFT – PUBLIC

4	• Management confirmed approved policies would be published where appropriate. Significance and Engagement Policy Management presented the proposed engagement approach and implementation programme. The Board endorsed Option One, comprising both in-person and online public engagement. Directors emphasised the need to coordinate consultation activities with Council processes while clearly distinguishing Wai Hononga statutory requirements from those of NPDC. The Board noted the statutory adoption deadline of 15 February 2027.
5	DIA Quarterly Monitoring Report The Board reviewed the draft DIA Quarterly Monitoring Report and provided feedback regarding financial disclosure wording, revenue assumptions, debt and funding implications, due diligence status, support services timelines, water services delivery planning assumptions and billing wording. Management agreed to update the report to reflect Board feedback before final submission.
	Meeting Close The public session was closed at 10:38am.

Wai Hononga Water Services Limited

Establishment Programme Board Report

Reporting period: **31 July 2026**

Board Meeting Date **21.08.2026**

Purpose

The purpose of this report is to:

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

Background / Context

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

The programme is now moving into detailed integrated planning, with workstream outcomes, deliverables and priorities being developed into an integrated programme plan to improve visibility of dependencies, sequencing, delivery confidence and progress toward Day 1.

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

Supporting information:

- Attachment 1 - Critical Activity Roadmap
- Attachment 2 - Critical Activity Decision Table
- Attachment 3 - Programme Workstream Status Report
- Attachment 4 - Lessons from Other Water Services Entities
- Attachment 5 - Preliminary Workstream Scopes
- Attachment 6 - Programme Delivery Preliminary Gantt Chart

Executive Summary

The Establishment Programme has continued to mature into integrated planning and delivery. The six workstream scopes and Day 1 outcomes are now better defined, the first eight-week delivery plans have been established, and more than 800 programme activities are being brought into the integrated programme plan.

The Transfer Agreement, Master Services Agreement, Water Services Strategy and priority Service Agreements are now the main programme focus. These activities are increasingly defining the allocation of responsibilities between Wai Hononga and NPDC and will directly inform organisational design, financial planning, workforce requirements and operational readiness.

Programme capability and coordination have also strengthened during the period. However, delivery remains dependent on timely NPDC input, governance and Council decisions, retention of critical programme resources, and effective management of the growing number of programme dependencies.

The next phase will focus on progressing the critical agreements and Water Services Strategy, establishing the first integrated programme baseline and developing Board reporting that provides a clearer pathway to Day 1.

What has changed since the last period

During the period, the programme moved into integrated delivery, with clearer workstream outcomes, near-term priorities and improved programme management arrangements now in place.

Key progress during the reporting period:

- Completed the review of all six workstream scopes, confirming Day 1 outcomes, key deliverables, priorities and the next eight weeks of activity.
- Completed the first integrated eight-week planning session across all six workstreams, confirming near-term priorities, dependencies, sequencing and delivery commitments and improving visibility of cross-workstream impacts.
- Commenced consolidation of more than 800 preliminary programme activities into Microsoft Project Plan 3 toolset to support integrated planning, dependency management, sequencing and future programme reporting.
- Completed the first draft of the Transfer Agreement along with the supporting Settlement Methodology and confirmed the proposed negotiation approach, governance pathway and programme of work with the Board and NPDC Executive.
- Completed the proposed split of responsibilities between Wai Hononga and NPDC, providing the basis for further development of the priority Service Agreements and informing organisational design and workforce planning.
- Developed an annual work programme for Audit, Finance and Risk Committee and the key financial assumptions for Water Services Strategy.
- Finalised the 2026/27 Budget, Insurance Strategy, along with the Treasury, Sensitive Expenditure and Fraud and Anti-Corruption Policies, and introduced processes, training and a gift register.
- Progressed organisational design and recruitment, including appointment of the General Counsel, advancement of the Chief Financial Officer and Manager People, Capability, Safety & Wellbeing recruitment, and onboarding of key establishment programme resources.
- Established the programme oversight, reporting and coordination arrangements required to support integrated programme delivery through to Day 1.

Key Items for Board awareness or attention

The following matters require ongoing Board visibility and management attention:

- The Transfer Agreement, Master Services Agreement, Service Agreements and Water Services Strategy remain the critical programme activities driving organisational, financial and operational planning for Day 1. These activities are progressively defining the future operating model, allocation of responsibilities between Wai Hononga and NPDC, and the services, resources and capability required for Day 1. Successful delivery depends on coordinated NPDC support, timely governance and Council approvals, and effective alignment across these interdependent workstreams.
- As highlighted in the Programme Risk Report, competing priorities, capacity constraints and statutory timeframes continue to present a key delivery risk. A supporting paper in this Board pack outlines the proposed delivery pathway and allocation of responsibilities between Wai Hononga and NPDC, providing greater clarity to support organisational design, workforce planning, Service Agreement development and transition planning.
- While programme capability has strengthened, delivery remains dependent on several key secondments and fixed-term contract roles that conclude later this year. As highlighted in the Programme Resource and Risk Reports, timely decisions regarding resourcing, recruitment and funding will be required to maintain programme delivery momentum.

- Programme coordination between Wai Hononga and NPDC continues to strengthen. The appointment of the NPDC Transition Manager provides dedicated transition capability within NPDC and is expected to strengthen coordination, prioritisation and management of programme dependencies across both organisations.
- Detailed programme planning is identifying additional dependencies, resource constraints and delivery trade-offs. These will increasingly require prioritisation and, where appropriate, timely governance decisions as the programme progresses.
- As programme activity increases, strong alignment between the Wai Hononga Board and management, NPDC Executive and programme oversight forums will become increasingly important. Timely decisions, clear escalation and constructive working relationships across both organisations will be critical to maintaining momentum.

Forward look, dependencies and delivery confidence

Over the next month, the programme will focus on:

- Progress the Transfer Agreement and Master Services Agreement through Board review and into negotiation with NPDC and commencing development of the priority Service Agreements.
- Progress the Water Services Strategy strategic inputs and preparation for the next governance decisions.
- Progress detailed contract transition planning, including completion of contract due diligence, confirmation of novation and assignment requirements, supplier engagement, and development of the implementation plan to support an orderly transition and Day 1 service continuity.
- Progress organisational design and workforce planning as responsibilities between Wai Hononga and NPDC are defined, including priority position descriptions and recruitment planning.
- Develop capital expenditure assumptions for the Water Services Strategy, review programme deliverability, the impact of Development Contributions, along with an updated financial model. Also, continue working with LGFA on funding options and NPDC on their 2025/26 Annual Report.
- Complete and consolidate a review of lessons from other water services entities, show how Wai Hononga is responding to each lesson and identify any additional actions for incorporation into programme planning, risk and resourcing needed to ensure successful Day 1 delivery.

Programme Planning and Controls

Workstream activities are being consolidated into a single programme management environment, improving visibility of activities, milestones, dependencies, sequencing and resource requirements across the Establishment Programme.

The current focus is on refining workstream activities, validating dependencies and establishing the first integrated programme baseline. This will provide a consistent basis for programme planning, oversight, reporting and monitoring progress toward Day 1.

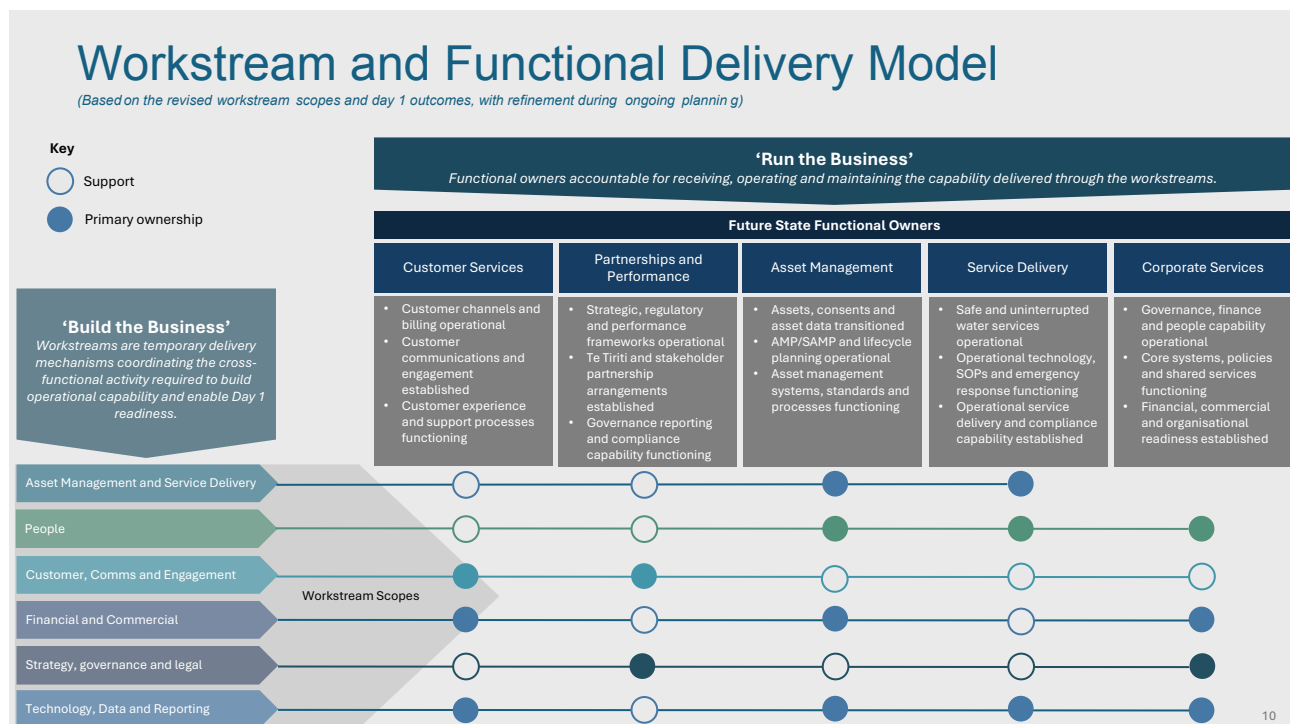
Programme Planning Approach

The programme completed its first eight-week integrated planning session during the period. Each workstream reviewed its Day 1 outcomes, key deliverables, dependencies and priorities and presented its planned activity for the next eight weeks. This identified cross-workstream dependencies and provided a clearer view of near-term delivery priorities.

Regular programme delivery stand-ups will commence in August to track day-to-day progress, resolve dependencies and escalate issues where required.

Workstream and Functional Delivery Model

The following model shows how the six establishment workstreams relate to future functional ownership within Wai Hononga. It continues to guide programme accountability while organisational design and service delivery responsibilities are developed.



Lessons from Other Water Services Entities

Management has reviewed lessons from other Water Services Council Controlled Organisations and comparable transition programmes to identify opportunities to strengthen Wai Hononga's establishment programme and reduce delivery risk.

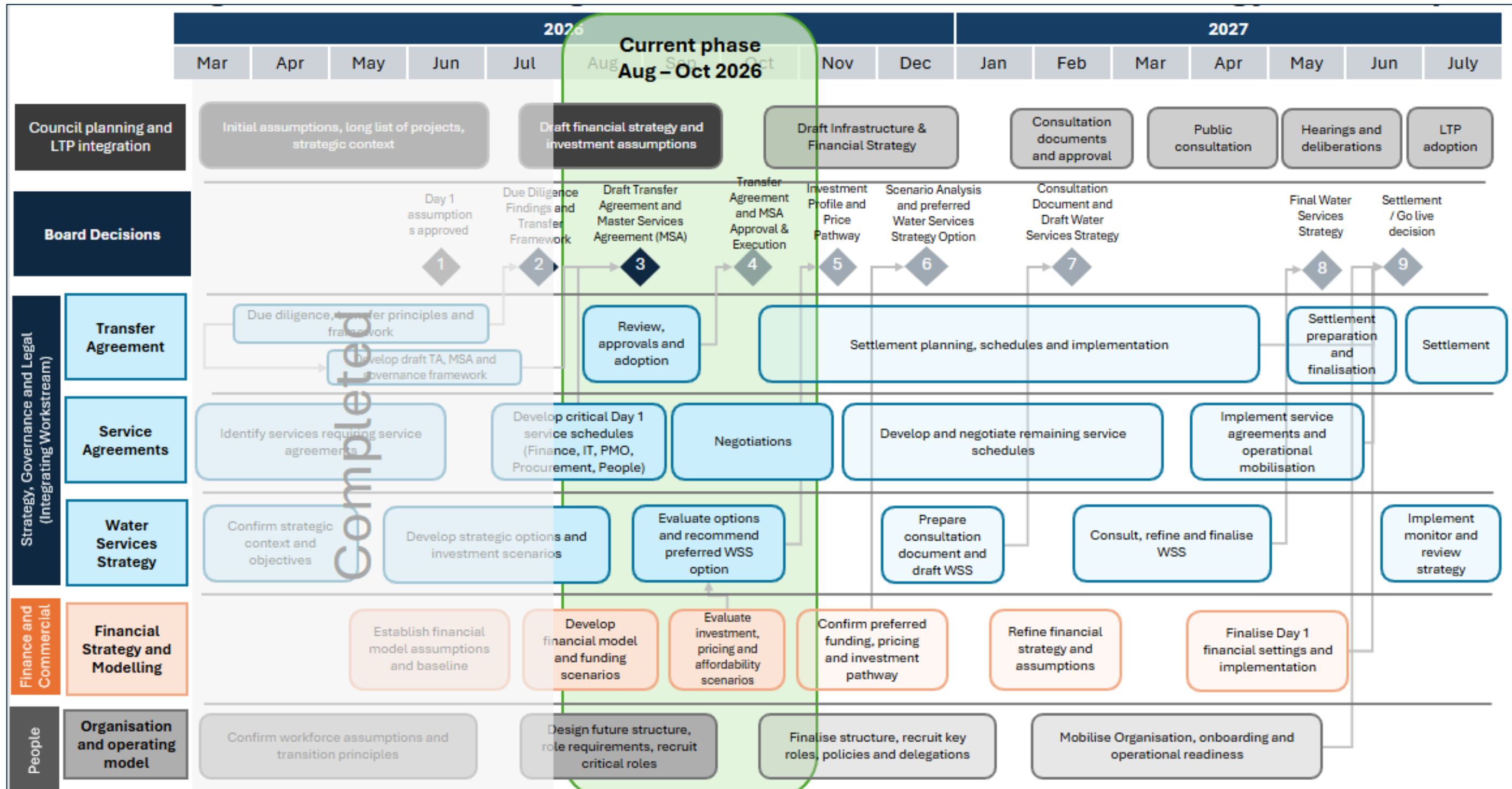
Many of the themes are already recognised within the programme and have informed planning, governance, risk management and resource planning to date.

Management also proposes an external briefing to the Board to provide additional sector context, independent challenge and assurance on how Wai Hononga's approach compares with other Water Services Entities establishment programmes so that the Board can be confident the programme is informed by emerging sector experience and good practice.

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

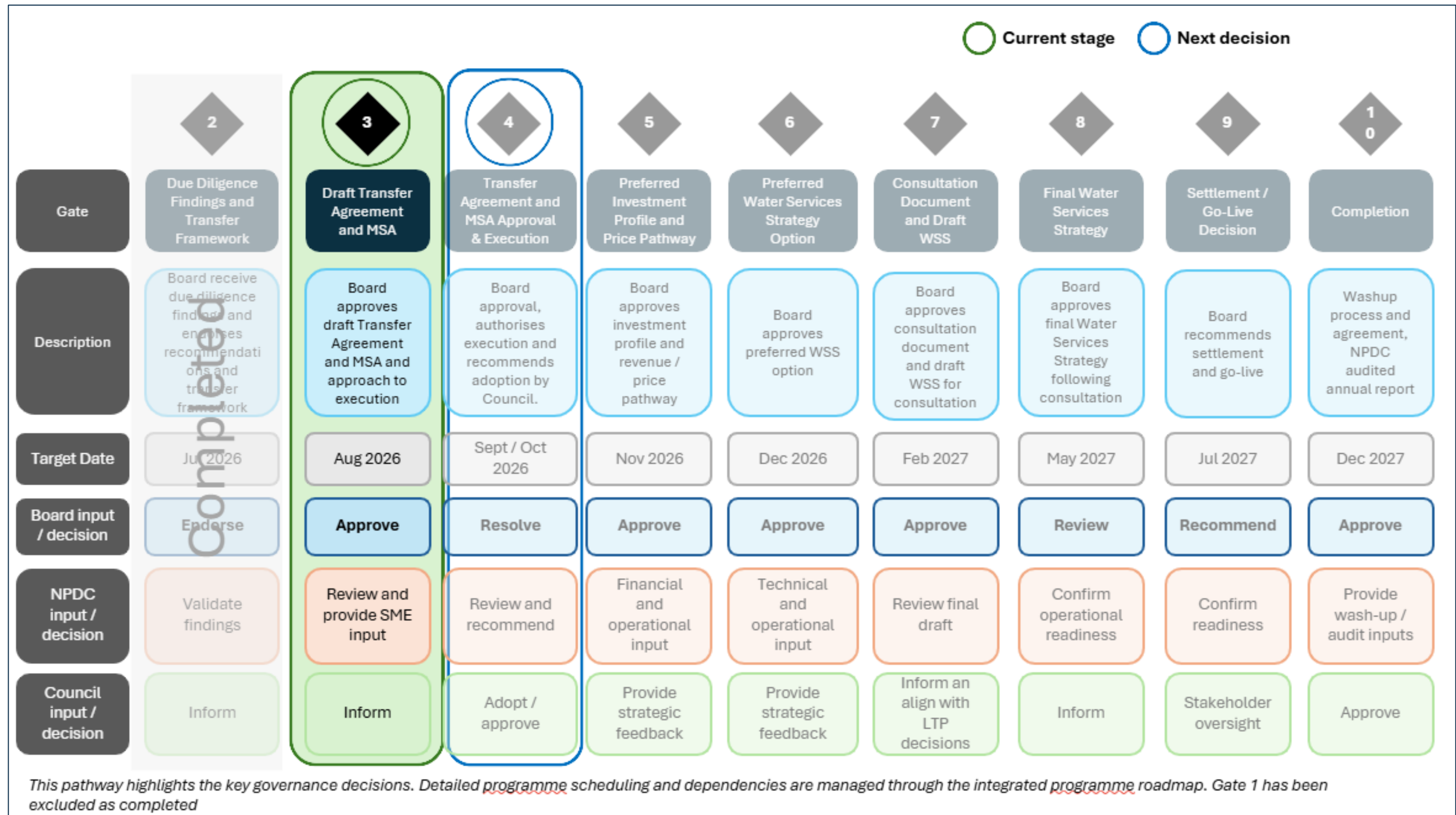
The Establishment Programme Roadmap provides a high-level overview of the critical activities, dependencies, milestones and governance decision points required to deliver the Water Services Strategy, Transfer Agreement and Service Agreements and supported by the following attachment; Critical Activity Decision Table

The roadmap illustrates the logical sequencing of these activities, highlighting the key decisions required and the deliverables that must be completed before progressing to each subsequent stage. It provides the Board with a consolidated view of the programme's critical path and overall delivery approach. Detailed progress, upcoming priorities and workstream-specific activities are provided in Attachment 3 – Programme Workstream Status Report.



Attachment 2 – Critical Activity Decision Table

The Critical Activity Decision Table provides a high-level overview of the key decision points and when they are forecast to occur

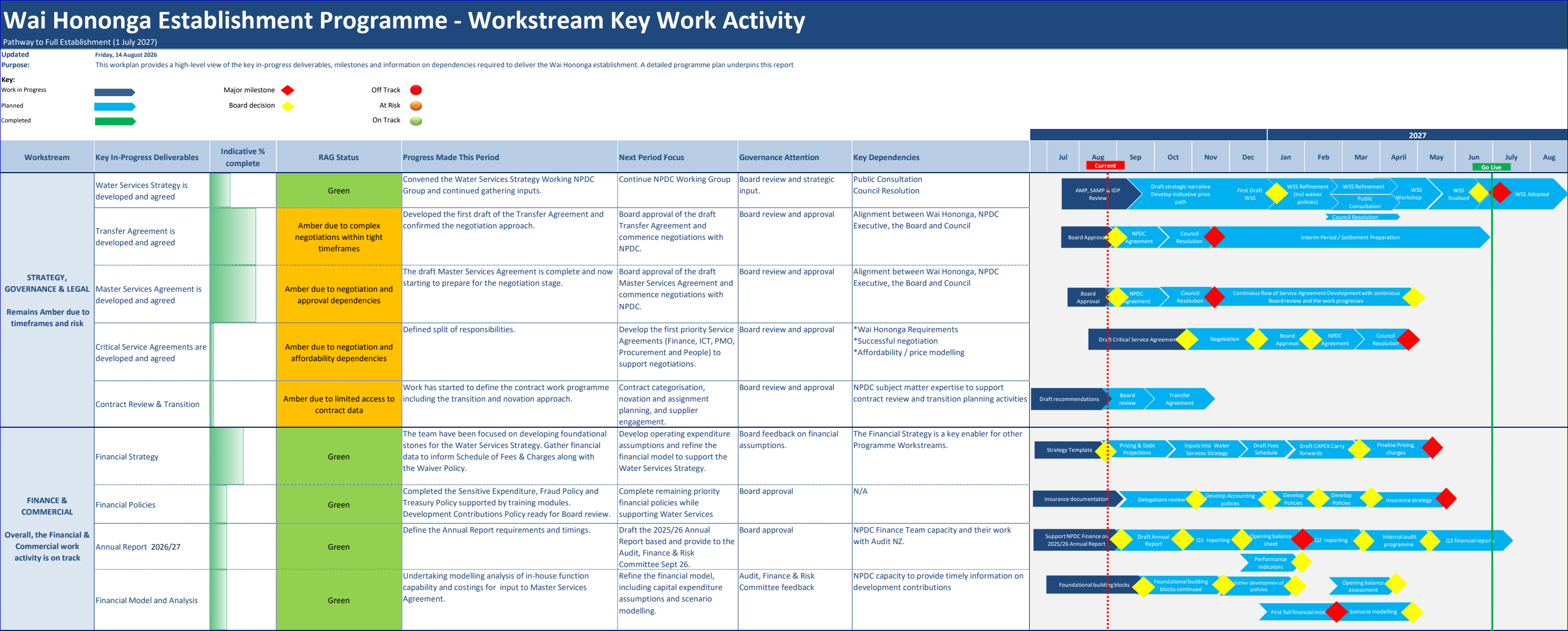


Attachment 3 – Programme Workstream Status Report

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

The integrated programme plan currently includes more than 800 activities and is managed through rolling eight-week planning cycles. This approach provides a high level of confidence in near-term delivery while allowing future activities, dependencies and sequencing to be progressively refined as the programme develops.

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



Wai Hononga Establishment Programme - Workstream Key Work Activity

Pathway to Full Establishment (1 July 2027)

Updated: Friday, 14 August 2026

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

Key:

Work in Progress: [Blue bar]

Planned: [Light blue bar]

Completed: [Green bar]

Major milestone: [Red diamond]

Board decision: [Yellow diamond]

Off Track: [Red circle]

At Risk: [Orange circle]

On Track: [Green circle]

								2027													
Workstream	Key In-Progress Deliverables	Indicative % complete	RAG Status	Progress Made This Period	Next Period Focus	Governance Attention	Key Dependencies	Jul	Aug Current	Sep	Oct	Nov	Dec	Jan	Feb	Mar	April	May	Jun Go Live	July	Aug
ASSET MANAGEMENT & SERVICE DELIVERY	Service Agreements		Amber due to Complex negotiations within tight timeframe	Progress detailed planning for prepared first draft of critical Service Agreements.	Drafting critical Service Agreements	Board approval	Transfer Agreement & Master Services Agreement	Service Preparation Outcome of MSA Critical Service Agreements Commence													
	Overall, the Asset Management & Service Delivery workstream is on track		Green	Coordinated with the Three Waters Team to gather their Wai Hononga requirements for the AMP and SAMP that inform the WSS.	Continue to support and coordination with the Three Waters Team as required.	N/A	N/A	Draft Inputs in WSS Draft Inputs Complete WSS Board Approval Incorporation & Direction received from Community/Board feedback Final Version of SAMP, AMP & IOP													
	Key guidance policies to inform AMP and SAMP		Green	Elevated the Risk Mgmt Policy, Asset Mgmt Policy for Board review by August.	Continue to support and coordination with the Three Waters Team as required.	Board feedback in 21 August 2026 meeting	N/A	Risk Mgmt Policy & Asset Mgmt Policy Wai Hononga Vision Statements Confirmed													
PEOPLE	Establishment Capability		Amber due to critical resourcing decisions	Establish resource reporting and outlines resource requirements to support the next phase of delivery.		Early decisions will be required regarding ongoing funding and retention of key programme capability	Programme Planning	Update Resource Plan Update Resource Plan Update Resource Plan Update Resource Plan Update Resource Plan													
	Overall, the People Workstream remains Amber due to programme growth and recruitment dependencies		Amber due to volume of design and recruitment activity	General Counsel started 10 Aug 26. Recruitment of CFO underway.	Draft JD's for next tranche of recruitment	Continuous Board review and approvals as required	Organisational design, Service Agreements and Transfer Agreement decisions.	Design & Size Roles Recruit Roles Design & Size Roles Recruit Roles Design & Size Roles Recruit Roles													
	Organisational Design & Workforce Planning		Amber due to organisational design dependencies	Continued with organisational design work activity and workforce planning.	Continue with organisational design work activity and workforce planning	Continuous Board review and approvals as required	Service Agreements and Transfer Agreement decisions.	Develop People, Organisation & Resourcing Report Confirm extension arrangements for interim resources Finalise high-level organisation structure People Costs input into WSS													
	Employee transition to Wai Hononga		Green	Continue development of the transition arrangements and supporting documentation.	Finalise transition arrangements and supporting documentation	Board approval	Transfer Agreement negotiations, service delivery arrangements, and ongoing coordination with NPDC.	Approval of Proforma IEA Letter of Role Certainty for Staff Socialise elements of organisational functions structure Finalisation of Transition Plan & Guidelines Finalise employment documentation													
CUSTOMER, COMMS & ENGAGEMENT	Customer Experience		Amber	Discover customer support workflows (Day 1 operating model).	Define customer support workflows and initiate discovery Customer Change Impact Analysis (CIA) and supporting plan.	Board informed	Alignment with NPDC customer experience management processes. Mock Billing must align with Wai Hononga customer messaging.	Complete Customer Change Impact Define Day 1 customer support service delivery model Bank Account Changes Actual Billing Confirmed													
	Remains Amber due to evolving customer and engagement requirements		Amber	Progress the external Communications and Engagement Strategy revision following PSC Committee Feedback 10 August 2026.	Finalise the external Communications and Engagement Strategy	Board approval	N/A	Significance & Engagement Policy Confirm MSA, IA, WSS Decision Consultation Updates Board approval Implement and resource the Policy													
	Website		Green	Reviewed the draft content and making changes to improve key messaging to customers.	Finalise the Wai Hononga web page	Board informed	NPDC capacity to make changes	Develop Comms Strategy Detailed plan and timelines Deliver Comms Plan Deliver Comms Plan Deliver Comms Plan Deliver Comms Plan													
	Mock Billing		Red due to late change impacting on next steps	Progressed Wai Hononga preferences regarding customer pricing impacts.	Progress Wai Hononga preferences regarding customer pricing impacts at the Mock Bill stage	Board approval	NPDC Finance Team are leading and will determine pricing basis for the Mock Bills. Mock Billing must align with NPDC system readiness.	Develop Wai Hononga Webpage Launch Webpage NPDC Deliverable Q2 - First Mock Bill Issued Q3 - Second Mock Bill issued Q4 - Third Mock Bill issued													
TECHNOLOGY, DATA AND REPORTING	Digital Technology baseline assessment of NPDC work status on process		Amber due to reliance on NPDC information and prioritisation to establish an agreed baseline.	Regular engagement with NPDC Digital Enablement Team is underway to identify existing technology initiatives, planned activities and potential opportunities relevant to Wai Hononga.	Preparing a high level stocktake of existing and known opportunities and constraints	Issues impacting requirements definition, decisions or NPDC engagement will be escalated as required	Alignment with the NPDC Digital Strategy and related digital initiatives. NPDC digital initiative information and stakeholder participation. NPDC sharing information and keeping Wai Hononga fully informed on choices and options	Stocktake NPDC work completed to-date and gaps Identify baseline status of progress													
	Remains Amber due to several foundational activities requiring further definition, information gathering and external stakeholder input.		Amber due to the need to establish a structured requirements baseline across multiple workstreams.	Focus is on establishing a structured and traceable requirements baseline. Resource is being identified to complete the work.	Kick off requirements gathering and consolidation as quickly as possible	As above	Availability and timely input from Wai Hononga and NPDC subject matter experts.	Scope Discovery & requirements workshops NPDC review Priorities Agreed													
	Cyber Security Assessment opportunity		Amber due to reliance on NPDC and the Three Waters team to prioritise and undertake the assessment.	Discussions have occurred with NPDC Digital Enablement Team regarding the potential value of undertaking a cyber security assessment of Three Waters operational technology and supporting systems. Wai Hononga is supporting the consideration of this opportunity; however, ownership and delivery remain with NPDC and the Three Waters team until establishment.	Review the proposed scope of work from NPDC and support the opportunity	Any issues identified will be escalated as required	NPDC to manage the assessment as part of their wider Cyber Security continuous improvement work programme	Scope and agree Assessment initiated Review findings and consider recommendations Potential Cyber Security continuous improvement programme													
	Information Systems Strategic Plan (ISSP)		Amber pending strategic decisions and agreement on future technology direction and priorities.	Initial planning has commenced to define the scope, objectives and approach for development of an Information Systems Strategic Plan. This work will help establish a future-state Digital Strategy aligned with Wai Hononga's operating model, service requirements and strategic outcomes.	A planning meeting has been set for late August 2026 to determine next steps.	Board review and approval	NPDC Digital Strategy and related digital initiatives. Future operating model decisions, service requirements and strategic direction.	Plan next steps Gather current state assessment Future state defined Draft ISSP ISSP Endorsed													

Attachment 4 – Lessons from Other Water Services Entities

This attachment provides an initial summary of lessons identified so far from other water services entities and comparable organisational transition programmes. The purpose of the attachment is to:

- provide visibility of the key themes emerging across comparable organisations
- identify opportunities to further strengthen Wai Hononga's establishment programme and reduce delivery risk
- support continuous improvement by testing the programme against external experience and recognised good practice; and
- outline the process management will use to assess each lesson, confirm Wai Hononga's current response and identify any further actions where appropriate.

The lessons have been informed by Martin Jenkins' involvement in the water services reform programme and experience supporting several Water Services Council Controlled Organisations through establishment and transition. Many of the themes identified are already recognised within the Wai Hononga establishment programme and have informed programme planning, governance arrangements, risk management and resource planning to date. Management has been embedding these considerations as the programme has developed and will document how Wai Hononga is responding to each lesson, identify any remaining gaps or opportunities for improvement, and report this back to the Board. These lessons are therefore not presented as direct findings for Wai Hononga. Rather, they provide an independent external reference point to validate current thinking, challenge assumptions where appropriate and strengthen the establishment programme through continuous improvement.

Management will progressively review each lesson, document Wai Hononga's response, identify any additional actions required, and incorporate agreed actions into the Establishment Programme, Risk Register and other programme documentation where appropriate. Progress will be reported to the Board through ongoing programme reporting.

Lessons learned – other WSCCO establishments

What can we learn from other water companies that have already gone live, or those who are still in establishment?

- 01 Customer impacts are often considered too late.** WSCCOs have underestimated the scale of customer change required (e.g. changes to billing, payment methods, service interactions), resulting in confusion, complaints and loss of trust during transition.
- 02 Establishment is not BAU but is often treated that way.** Many WSCCOs rely on operational leaders and business-as-usual ways of working, when standing up a new organisation requires different capabilities, governance and delivery disciplines.
- 03 Ambition and optimism bias can undermine Day 1 readiness.** Programmes try to deliver too much. As Day 1 approaches, they find timelines, resources and dependencies were underestimated. Regularly reassess priorities, define a realistic scope, and build contingency into plans.
- 04 Governance misalignment can lead to culture clash.** Councils don't recognise that Directors have Companies Act obligations – transfer agreements are major transactions, SLAs must be at arms-length and costed. Directors must understand the role of shareholders in setting expectations. Both parties need to invest in the relationship.
- 05 Unclear decision rights slow progress at critical moments.** Establishments can lose significant time where councils/shareholders, Boards and management are not aligned on who has authority to make which decisions. Wheel-spinning uses time you won't get back.
- 06 Public and political scrutiny can escalate quickly.** Service changes, billing issues or operational disruptions can generate negative public sentiment, media attention and political intervention if communications are not proactive and coordinated.
- 07 Shared services complexity is often underestimated.** Councils often underestimate the complexity involved in becoming a shared services supplier. Councils and WSCCOs must focus early on activities, accountabilities, service levels and establishment plans. Councils must resource programme management and internal change. WSCCOs should make deliberate decisions about retaining strategic and oversight accountabilities.
- 08 Regulatory and assurance requirements are often underestimated.** There is a tendency to view regulation as a compliance and disclosure exercise rather than a catalyst for organisational capability uplift in governance, risk management, asset management, data quality, systems and performance reporting. Poor foundations can undermine regulatory confidence, limit decision-making and damage Day 1 organisation credibility.

Attachment 5 – Preliminary Workstream Scopes

(Refer separate document)

Attachment 6 – Programme Delivery Preliminary Gantt Chart

(Refer separate document)

Wai Hononga Water Services Limited

Preliminary Workstream Scopes

July 2026

CONTENT

Workstream Scope, Day 1 Outcomes and Assumptions	3
WS01: Asset Management and Service delivery	3
Scope overview	3
Day 1 operating model assumptions	3
Day-2 operating model assumptions	4
Day 1 outcomes	4
Key accountabilities	5
Critical dependencies	7
Key risks and mitigations	8
WS02: People	9
Scope overview	9
Day 1 operating model assumptions – people function	9
Day-2 operating model assumptions – people function	10
Day 1 outcomes	10
Key accountabilities	11
Critical dependencies	12
Key risks and mitigations	14
WS03: Customer, Communications and Engagement	16
Scope overview	16
Day 1 operating model assumptions	16
Day-2 operating model assumptions	17
Day 1 outcomes	17
Key accountabilities	18
Critical dependencies	19
Key risks and mitigations	19
WS04: Finance and Commercial	21
Scope overview	21
Day 1 operating model assumptions	21
Day-2 operating model assumptions	23
Day 1 outcomes	23
Key accountabilities	23
Critical dependencies	25
Key risks and mitigations	26
WS05: Strategy, Governance and Legal	29
Scope overview	29
Day 1 operating model assumptions	29

Day-2 operating model assumptions	30
Day 1 outcomes	30
Key accountabilities	30
Critical dependencies	32
Key risks and mitigations	33
WS06: Technology, Data and Reporting	35
Scope overview	35
Day 1 operating model assumptions	35
Day-2 operating model assumptions	36
Day 1 outcomes	37
Key accountabilities	37
Critical dependencies	38
Key risks and mitigations	39

Workstream Scope, Day 1 Outcomes and Assumptions

WS01: Asset Management and Service delivery

Scope overview

The Asset management and Service Delivery workstream is accountable for identifying assets and core operating services transferring to Wai Hononga. This includes understanding inventory, condition assessment and operational risks. The workstream also includes developing key documents to support information disclosure and ensuring that there is a deliverable, prioritised and fundable plan to invest in infrastructure for Day 1. The workstream will identify assets with unclear ownership and determine if they should transfer or remain with NPDC. This workstream is also responsible for operations readiness and for setting up the processes and arrangements needed to run safe reliable drinking water and wastewater services from Day 1. This includes establishing frameworks, processes and service arrangements to safely operate compliant drinking and wastewater services, manage incident and emergencies, and meet regulatory standards. The workstream is accountable for identifying core operating services, confirming arrangements for Service Level Agreements (SLAs), stormwater contract, shared service arrangements, and contract novation.

This workstream inputs into the development of the water services strategy, corporate policies, transfer agreement, bylaw review and numerous service agreements across several workstreams (Wai Hononga and NPDC)

Day 1 operating model assumptions

Wai Hononga delivery

Summary of the functions that will be delivered by Wai Hononga at Day 1

Asset management

- Investment and delivery of the drinking water and wastewater networks
- Asset management and planning of the drinking water and wastewater networks
- Technical advisory, design and assurance of the drinking water and wastewater networks
- Integrating growth and spatial planning considerations into drinking water and wastewater planning

Service Delivery

- Operation and maintenance of drinking water and wastewater networks
- Monitoring performance and compliance of the drinking water and wastewater networks
- Responsible for tradewaste provisions
- Buildings and Property internal maintenance
- Operation and maintenance of Stormwater network via contract to NPDC (if required)

NPDC delivery

Summary of the functions that NPDC will deliver for Wai Hononga at Day 1 via SLAs

- Bylaw review, development and consultation, including Tradewaste Plan
- Integrated growth and spatial planning coordination
- Stormwater and flood protection – Asset management and planning (if required)
- PMO functions, programme management and capital programme planning and delivery
- Infrastructure and PPE procurement and commercial arrangements
- Asset commissioning and handover
- Asset data systems host and updates
- Supplier and contract administration support (where required)
- Renewals programmes
- Maintenance to external components of buildings and property
- Access to pool cars (if required)

Third party delivery

Summary of any functions outsourced to third parties

- Electrical and controls contract NPDC, South Taranaki and Stratford

Day-2 operating model assumptions

Over the first 1-3 years of operation:

- PMO functions, programme management and capital delivery to transfer to WH
- Infrastructure and PPE procurement and commercial arrangements to transfer
- Supplier and contract administration support to transfer
- Asset data systems may be reviewed
- GIS systems may be reviewed

Day 1 outcomes

1. List the key Day 1 outcomes relevant to the workstream

Asset Management

- Wai Hononga has control of the assets required to deliver drinking water and wastewater services.
- Wai Hononga has the capabilities in place to manage its assets efficiently and effectively and to ensure continuity of capital and maintenance programmes is maintained.
- Wai Hononga has plans and processes in place to manage consent and compliance for its assets.
- Wai Hononga understands and has a plan to fulfil its obligations for growth and development (SoE and NPDC growth plans, RMA, Water Services Strategy).
- Wai Hononga has the capabilities in place to manage and operate its assets.

Service Delivery

- Wai Hononga understands the current state of operations in the delivery of drinking water and wastewater services and can continue uninterrupted service delivery.
- Wai Hononga has the capabilities in place to deliver Stormwater services for NPDC
- Wai Hononga has the capabilities in place to manage and operate its assets and provide drinking water and wastewater services
- Wai Hononga understands its current state, and planned response to trade waste and backflow compliance.
- Wai Hononga understands its obligations relating to public, community and private supplies
- Wai Hononga has incident management and emergency response arrangements in place
- Wai Hononga understands its current state, and obligations with Bioboost and can deliver on them

Corporate

- Wai Hononga understands its current state health and safety conditions and there is a plan in place to manage and respond to known or emerging risks.
- Wai Hononga understands its risk, liabilities and contingent liabilities and has a clear plan to manage them.

Key accountabilities

Asset and Operational Data and Information and Readiness:

1. Assets identified and documented with baseline information on asset condition, performance, capacity and criticality established.
2. Transfer agreement schedules for transferring assets (and excluded assets) are complete and agreed.
3. Key operational data, e.g. SOP's processes, plans, registers etc are available and ready for Day 1.
4. Operational readiness assessments are complete and risk mitigations in place.
5. Asset and Operational processes and workflows documented and training in place for key staff for Day 1.
6. Service Level agreements are in place to delivery safe drinking water and wastewater services.

Asset strategy and Planning - Information Disclosure documents:

7. Strategic Asset Management Plan prepared.
8. Asset management plan (drinking water and wastewater) prepared.
9. Investment Delivery Plan prepared.

Growth and Land development

10. Arrangements in place to respond to growth planning and land developments and developer agreements and consents.

- 11. Access to technical standards is in place.
- 12. New connection arrangements, including bylaw is in place.

Compliance

- 13. Compliance and Consent and obligations register established and known non-compliance issues identified.
- 14. Bylaws are in place and enable Day 1 operations.

Incident and Emergency Management

- 15. Incident and Emergency management framework established with key staff trained for Day 1.
- 16. Response plans and procedures in place, enabling effective management of incidents and emergency management from Day 1
- 17. Wai Hononga is a lifeline utility able to support NPDC with emergency management as required.

Health and Safety

- 18. Health and Safety policy and framework established with staff trained for Day 1.
- 19. Health and safety systems, plans and procedures in place, enabling safe operations from Day 1.
- 20. Wai Hononga is a lifeline utility able to support NPDC with health and safety matters as required.

Tradewaste

- 21. Tradewaste bylaw is current and operational from Day 1
- 22. Tradewaste Plan is in place with systems, plans and procedures in place, to manage and delivery Tradewaste services Day 1
- 23. Tradewaste billing, people, and system/data requirements are defined, for delivery of the Op Model/Org Design by the People workstream and technology by the Technology, Data and Reporting workstream.

Risk management and BCP

- 24. Support the Strategy, Governance and Legal workstream to develop risk registers, risk appetite, and business continuity approach.

25. Stormwater Services

- 26. Contract in place to deliver stormwater services on behalf of NPDC (if required)

Critical dependencies

The Asset Management and Service Delivery workstream has the following critical dependencies (within the workstream, between workstreams including NPDC, or other external decisions or activities):

Table 1: Critical dependencies for Asset Management and Service Delivery workstream

Dependency	Dependent task, deliverable or decision	Dependency owner	Date needed
Prioritised and optimised investment programme	Input into WSS and IDP	NPDC workstream	September 2026
Capital delivery readiness	NPDC PMO, capital planning, procurement etc	NPDC workstream	November 2026
Health and Safety Framework	Alignment with H&S Policy and access/transfer of H&S systems	Strategy, Governance and Legal and Technology Data and Reporting	November 2026
Regulatory-Bylaws and Tradewaste Plan	NPDC regulatory review of bylaws, amend and new connection bylaw	NPDC workstream, Strategy, Governance and Legal	November 2026
Service Agreements	Service agreements for Growth and Land development, Emergency management, PMO and capital planning and access to Asset/IT systems	Strategy, Governance and Legal, NPDC workstream and Technology Data and Reporting	April 2027
Stormwater Contract	Confirmation on service delivery requirements for Stormwater	NPDC workstream, Strategy, Governance and Legal,	December 2026

Key risks and mitigations

Table 2: Risks and mitigations for Asset Management and Service Delivery workstream

Risk	Likelihood	Impact	Mitigations
Capital programme is not optimised, financially sustainable or deliverable	Medium	High	- Investment Prioritisation approach is agreed with NPDC and WH Board - Workshops held between WH establishment team and NPDC PMO capital planning team to confirm investment plan meets strategic drivers, financial sustainable and deliverable.
Asset condition information may not be sufficiently detailed to understand risks and liabilities and meet board requirements	Medium	High	- Review existing asset condition information and critical assets. - Prepare asset risk survey and provide briefing to the board.
Information disclosure documents not prepared within legislation timelines	Low	Medium	Actively manage the programme for the preparation of the SAMP/AMP and IDP
Limited access to operational staff leading to incomplete transfer of operation information and data (plans, SOPs, manuals etc)	Medium	Medium	- Identify key personal to liaise with early - Identify key information that needs to be transferred
Identification of operation risks – transfer of unresolved risks, issues, compliance, maintenance	High	High	- Assets and networks risk register developed - Report to Board on I Operational readiness assessment completed with critical risks and gaps identified and mitigation approach recommended.

WS02: People

Scope overview

The People Workstream is focussed on ensuring the organisation is designed to efficiently and effectively deliver services from Day 1, has the workforce it needs to deliver insourced activities, has collective and individual terms and conditions in place to support staff retention and productive relationships with unions, and the office premises and supporting environment required to operate from Day 1.

It must also ensure that the HR function (including services delivered via NPDC) can support safe, effective and efficient operations through the development of HR policies, processes and guidance, along with training of staff.

This workstream plays a co-ordinating role for defining the Day 1 operating model, staff recruitment and for staff change management, onboarding and induction to ensure staff understand what they need to do to operate well from Day 1.

Day 1 operating model assumptions – people function

The current overarching assumption is that several critical HR functions will be delivered by NPDC under an SLA with Wai Hononga from Day 1, with additional supplier support to access specialist services.

Wai Hononga delivery

The following HR functions will be delivered by Wai Hononga at Day 1:

- **Workforce strategy and planning:** Workforce demand and supply forecasting, succession and talent pipeline planning, skills gap analysis and diversity and inclusion strategy and planning.
- **Organisation Development:** Design and adjust organisation structure, roles and accountabilities post Day 1, embed organisational culture and values, plan and support change initiatives.
- **Talent acquisition, onboarding and offboarding:** Recruitment planning and employer value proposition/branding development, manage end-to-end hiring process, manage offers and employment agreements, onboard and support induction of new hires, manage secondment processes, offboard leavers and manage exit processes.
- **Performance and reward:** Develop and manage performance frameworks and review cycles, support employee performance management and improvement, remuneration and benefits management, develop and manage recognition schemes.
- **Learning and development:** Develop and manage employment development plan frameworks and templates, develop learning pathways, manage employee learning and development programmes, manage operator certifications.
- **Employment and industrial relations:** Manage union engagement, joint initiatives and collective bargaining, manage employment agreements, provide ER advice, support grievance and disciplinary case management, facilitate legal ER/IR legal advice.
- **Employee wellbeing and engagement:** Design and manage employee wellbeing initiatives, support safety culture, manage engagement surveys and follow-ups, manage staff recognition and events, manage diversity and inclusion programmes.

- **HR risk management and assurance:** Develop and maintain legally compliant HR policies and guidance, manage compliance monitoring, people-related audit and risk reporting.

NPDC delivery

The following functions will be delivered by NPDC for Wai Hononga at Day 1, via SLA:

- **People systems:** Payroll administration and change management, HRIS administration and change management, maintaining employee records, position management, workforce analytics and reporting.
- **HR advisory services:** Provide advice for people leaders, employees and contractors.
- **Remuneration:** Provide remuneration advice and support for sizing new or changed positions.
- **Recruitment:** Support recruitment activities including application tracking, interview scheduling, development of interview guides and production of offer documentation.

Third party delivery

The following functions in the Wai Hononga HR function are expected to be outsourced to third parties at Day 1.

- EAP programme provision
- Expert ER/IR legal advice
- Specialist search and recruitment
- Benefits providers
- Remuneration data (for example Strategic Pay market data) (unless provided through NPDC)
- L&D programme provision

Day-2 operating model assumptions – people function

The HR function is expected to evolve in years 1-3 as Wai Hononga designs its target state operating model, and roadmap for transforming its functions and activities over time. At this point, Wai Hononga may look to in-source the HR systems and services provided by NPDC or outsource them to other third parties to achieve greater efficiency and effectiveness.

Day 1 outcomes

Corporate

- Wai Hononga Board, staff, stakeholders and partners are clear on the services and functions it will deliver, and what will be delivered by NPDC, partners or suppliers.
- Wai Hononga has the people it needs to deliver its services and functions from 1 July 2027 and harmonised terms and conditions that will support the attraction and retention of staff.
- Wai Hononga staff have the information, equipment, tools and technology they need to do their jobs, know how to use them and how to access help.
- Wai Hononga has fit-for-purpose office premises established for staff who don't work from treatment plants, depots or other operational sites.
- Clear and effective working arrangements are in place with HR-related suppliers, and those suppliers and their staff are ready to deliver services safely and efficiently.

- Wai Hononga staff are clear on the plan to deliver the Water Services Strategy and understand their role in delivering it.
- Wai Hononga has legally compliant operations with key organisation policies and frameworks in place.

Key accountabilities

1. **Wai Hononga Day 1 operating model:** Confirm the detailed functions and activities that will be delivered by Wai Hononga, NPDC and third parties from Day 1, the key interfaces between Wai Hononga and these organisations (along with other external stakeholders), and the critical capabilities needed in Wai Hononga, then represent this in an Operating Model overview for Board approval.
2. **Wai Hononga Day 1 organisational design:** Develop the Wai Hononga Day 1 functional structure, organising principles and design requirements for Board approval, map transferring roles into the approved structure, and design new roles and position descriptions to facilitate job sizing prior to recruitment.
3. **Terms and conditions of employment:** Develop an Executive IEA template for Board approval, analyse terms and conditions of transferring staff, develop an IR/ER strategy for Board approval, develop a Remuneration Strategy and Policy for Board endorsement prior to union engagement, develop a Bargaining Strategy for Board approval (if a Collective Agreement is to be negotiated for Day 1), manage a pre-bargaining working party with Unions, collective bargaining, and development of a general IEA based on the terms of the collective agreement.
4. **Staff transfer:** Develop and engage with unions and staff on Staff Transition Guidelines for staff 'mainly' supporting or delivering functions that will transfer, complete position review of 'mainly' positions against the Staff Transition Guidelines, confirm pathways for transfer or recruitment of 'mainly' NPDC staff, develop IEAs and offer letters for transferring staff and manage offer/acceptance, provide input into the staff transfer provisions in the Transfer Agreement, develop IEAs and offer letters for non-union members post collective bargaining to harmonise terms and conditions for Day 1 transferring staff and manage offer/acceptance.
5. **Recruitment of new roles:** Develop recruitment strategy and plan and manage recruitment, offer and acceptance for all new roles.
6. **HR policies, processes and guidance:** Develop Day 0 and Day 1 people policies, processes and guidance to support Day 1 operations to embed the Day 1 operating model. Consult with unions and transferring staff on policies prior to finalisation and approval.
7. **Service level agreements for HR systems, data, services and reporting:** Support the definition of services, service levels, functional requirements and processes to enable safe, effective and efficient service provision by NPDC of agreed HR systems, data, reporting, functions and activities.
8. **Office premises:** Define requirements for office premises, and support the negotiations of services, service levels and processes to enable safe, effective and efficient service provision by NPDC of office accommodation.
9. **Staff uniforms, vehicles and equipment:** Define requirements for staff uniforms, vehicles and equipment, support the procurement of branded uniforms, vehicles and equipment (working closely with Asset Management and Service Delivery, Finance and Commercial and Customer, Communications and Engagement workstreams).

10. **Staff onboarding and induction:** Design the onboarding and induction process and guidance for all staff, manage the onboarding process and support people leaders to complete induction processes for all staff.
11. **Staff change management, engagement and communications:** Develop a staff change management approach and plan, complete staff change impact assessments and prepare/implement impact management plans and establish/implement staff communications and engagement channels and plans for transition through to operations.
12. **New contracts:** Identify, procure and negotiate any new contracts that may be required to support the People function from Day 1.

Critical dependencies

The People workstream has the following critical dependencies (within the workstream, between workstreams including NPDC, or other external decisions or activities):

Table 2: Critical dependencies for People workstream

Dependency	Dependent task, deliverable or decision	Dependency owner	Date needed
Day 1 operating model complete	NPDC decision on Stormwater activities to be delivered by Wai Hononga	NPDC workstream	31 July 2026
Day 1 organisation design	Day 1 operating model endorsed by NPDC and approved by WH Board	People workstream NPDC workstream	30 Sept 2026
Day 1 organisation design	NPDC CE confirms positions that are 'mainly' related to transferring functions	NPDC workstream	31 July 2026
Day 1 organisation design	Positions that will transfer directly into WH Org Design from NPDC confirmed	People workstream	30 Sept 2026
Bargaining strategy (if required)	Board approval of ER/IR strategy Analysis of terms and conditions complete Draft remuneration policy endorsed by Board Draft remuneration framework endorsed by Board	People workstream	15 Sept 2026
Pre-bargaining working party (if required)	Board approval of Bargaining strategy	People workstream	Aug 2026

Formal Collective bargaining (if required)	Union initiation NPDC E tū and PSA Union members in positions that will directly transfer to WH have accepted offers of employment with WH	Unions People workstream	Dec 2027
Recruitment strategy and plan approved	Approved organisation design (could be in tranches dealing with high-priority roles first before full org design is approved)	People workstream	30 Sept 2026
HR policy finalisation	Wai Hononga brand identity and templates approved Wai Hononga values approved	Customer, Communications and Engagement workstream Strategy, Governance and Legal workstream	30 Jun 2026
Critical Day 1 People process and guidance development	Approved Day 0 policies Approved Day 1 policies	People workstream	Dec 2026 March 2027
Early staff onboarding and induction	Specific policies, processes and guidance approved Office premise readiness HRIS and payroll system readiness Vehicle transfer or procurement	People workstream Technology, Data and Reporting workstream Strategy, Governance and Legal workstream (Transfer Agreement), or Finance and Commercial workstream (Procurement)	Dec 2026
Day 1 Staff onboarding and induction	All policies, processes and guidance approved Full system readiness	People workstream Technology, Data and Reporting workstream	May 2027

Key risks and mitigations

Table 2: Risks and mitigations for People workstream

Risk	Likelihood	Impact	Mitigations
If Wai Hononga does not retain ownership of strategic HR functions and management of NPDC outsourcing performance, NPDC priorities and focus may not deliver to the strategic workforce needs of Wai Hononga in the short- to medium-term.	High	High	• Include strategic HR capability in the Day 1 operating model and organisation structure for Wai Hononga.
If the terms and conditions of transferring staff, and new staff are not harmonised prior to Day 1 this will introduce increased system and process complexity and may lead to inequity between staff in similar roles.	Medium	Medium	• Develop IR/ER strategy for the Board recommending approach to manage IR/ER risks through transition. • Understand harmonisation risks early. • Engage early with relevant Unions (PSA, E tū)
If all critical positions are not filled by Day 1, Wai Hononga may not be able to deliver its services efficiently and effectively.	Medium	High	• Accelerate organisation design and identify critical positions not filled by transferring staff • Make offers to transferring staff as quickly as possible. • Stage recruitment to focus on critical positions first.
If fit-for-purpose HR policies, processes and guidance are not consulted on (with staff and unions) and in place to manage key HR risks as staff are progressively onboarded, this may lead to non-compliance, industrial relations tension, and reputational damage.	Medium	Medium	• Define Day 0 HR policies that will require staff and union engagement and will be needed to support the arrival of first Wai Hononga staff. • Define Day 1 HR policies that must be in place to support safe, efficient and effective operations Wai Hononga commences service delivery. • Engage unions and transferring staff early on new HR policies.
If fit-for-purpose office premises are not ready for occupation to support onboarding of new or transferring staff, Wai Hononga service delivery may be impacted.	Low	Medium	• Define clear requirements for office accommodation, including obligations for NPDC and Wai Hononga. • Manage delivery of office fit-out and readiness to agreed plan.

If NPDC vehicles used for operational activity, and pool vehicles to other staff activity are not in place for Day 1 (either through Transfer Agreement or procurement), then staff will not be able to work efficiently and effectively	Medium	Medium	• Ensure staff vehicle requirements are assessed early. • Understand if vehicle transfers will meet the requirements. • Accelerate procurement of vehicles where transferring vehicles will not meet requirements (due to potentially long lead-times to procure, and brand).
---	---------------	---------------	---

WS03: Customer, Communications and Engagement

Scope overview

The Customer, Communications and Engagement workstream is focussed on designing the Wai Hononga target Day 1 customer experience and ensuring all required capabilities are in place to deliver it (including trained people, NPDC service level agreements, other third-party agreements, channels, policies, processes and guidance, technology and tools, and budgets/funding).

It also plays a coordinating role across all workstreams in the definition and management of customer change impacts, and the communications and engagement with customers to ensure they know what is changing and what they need to do differently from Day 1.

The workstream also supports definition of the key functions and activities relating to communications and engagement and ensuring all of the capabilities are in place to deliver them from Day 1 (including brand and identity, trained people, NPDC service level agreements, other third-party agreements, channels, policies, processes and guidance, technology and tools and budgets/funding).

It also plays a coordinating role across all workstreams in the planning, development and delivery of communications and engagement activities to other key stakeholders.

Day 1 operating model assumptions

The current overarching assumption is that Wai Hononga will not have a standalone customer function at Day 1. NPDC will deliver business hours customer services support and customer billing on behalf of Wai Hononga, including provision of all CRM and billing systems and customer services resourcing. After hours customer services support will need to be arranged (by Wai Hononga or NPDC, to be confirmed) via a third party – likely Palmerston North DC – as NPDC outsources this service currently.

Strategic customer functions like customer experience design and management, satisfaction tracking (for example, through active focus groups, surveys and/or engagement), leading continuous improvement, strategic customer communications, demand management and behaviour change are not currently planned for establishment within Wai Hononga for Day 1.

Similarly, the overarching assumption is that Wai Hononga will not have a standalone communications and engagement function at Day 1. NPDC may deliver some, but not all required communications services. Third parties may be required to support strategic communications activities like the production of the annual report and proactive communications and engagement activity if this capability is not included in the Wai Hononga organisation design.

Wai Hononga delivery

- **Customer experience strategy and performance:** oversee the design and evolution of the target customer experience for Wai Hononga, and measure performance against this over time.
- **NPDC contract management:** NPDC service level agreement performance management, and ongoing monitoring of services, service levels and customer feedback for customer services, billing and communications functions.
- **Third party contract management (if required):** manage the performance of third-party suppliers (such as after-hours customer services).

- **Customer escalations:** manage escalated customer issues or queries such as for complex billing or technical queries.
- **Proactive customer engagement:** work closely with the communications and engagement functions to engage proactively with customers on changes or important issues.

NPDC delivery

- Provision of a customer relationship management and billing system configured for Wai Hononga
- Provision of Wai Hononga customer channels configured for Wai Hononga (website, contact centre 0800/email, emergency management, account management)
- Provision of Wai Hononga customer data and reporting
- Business hours call-centre services
- Account management and contracts for commercial/large customers
- Customer complaints management
- Customer communications
- Customer billing and collections

Third party delivery

- After-hours call-centre services
- Preparation of Annual Reports
- Development and implementation of proactive communications strategies and plans

Day-2 operating model assumptions

The Customer, Communications and Engagement functions are expected to evolve in years 1-3 as Wai Hononga designs its target state operating model, and roadmap, for transforming its functions and activities over time. At this point, Wai Hononga may look to in-source Customer, Communications and Engagement systems and services provided by NPDC or outsource them to other third parties to achieve greater efficiency and effectiveness.

Day 1 outcomes

1. Wai Hononga, in partnership with NPDC has the capabilities in place to enable customer-focussed service delivery.
2. Wai Hononga, in partnership with NPDC has the capabilities in place to support accurate and timely customer billing, and customers know how and when they will be billed and how they can make payment.
3. Customer channels are in place, and customers know how to get support.
4. Wai Hononga has a clear and distinct (from NPDC) brand identity that reflects its purpose, vision and strategic direction.
5. Wai Hononga has the capabilities in place to engage and communicate effectively with its staff, customers and other external stakeholders (including the Media)

Key accountabilities

1. **Define Day 1 target customer experience:** Establish customer focus groups to inform and test design, identify key customer segments, needs and potential pain points, develop customer KPIs for inclusion in the Water Services Strategy, design customer journeys/service design for key customer segments, and implement a customer experience measurement approach.
2. **Design and implement Day 1 customer services and billing functions:** Working closely with NPDC, design detailed workflows to deliver Day 1 target customer experience, detail requirements for systems, data, reporting and people capabilities, develop service requirements, service levels and measures to input into a Customer Services and Billing SLA with NPDC, develop policies, processes and guidance for staff involved in the delivery of customer and billing services, and support the delivery of training to staff.
3. **Customer charter, contracts and policies:** Develop a Customer Charter, Customer Contract (for large customers) and Rebates and Hardships policy, and manage any consultation processes with customers.
4. **Support development of accurate and timely billing that customers know how to pay:** Support the Finance & Commercial, and Technology, Data and Reporting workstreams to define mechanisms to determine customer billing amounts, work with NPDC to develop billing templates aligned to Wai Hononga brand guidelines, develop guidance and communications to support customers to understand their bills, and support user acceptance testing of billing systems and processes.
5. **Implement Day 1 Customer channels:** Define detailed requirements for customer channels, develop policies, processes and guidance to support channel management, define people capabilities required to manage channels, oversee development of all channels including website, contact centre (0800/email), emergency management, negotiate third party contract for after-hours contact centre support, and support training for all people involved in managing customer channels.
6. **Customer change management:** Develop a customer change management approach and plan, identify all commercial or trade waste customer contracts for inclusion in the Transfer Agreement, complete change impact assessments, and develop/implement impact management plans.
7. **Wai Hononga brand identity:** Develop brand narrative, visual identity and guidelines, secure IP protections for name and logo, develop Wai Hononga document and communication templates, develop processes and guidance for brand management, lead design of branded signage for vehicles, offices/worksites, uniforms.
8. **Design and implement Day 1 communications and engagement functions:** Working closely with NPDC, confirm key Communications and engagement functions and activities, define detailed requirements for people, system, data, and reporting to support these activities, develop service requirements, service levels and measures to input into a Communications SLA with NPDC, develop policies, processes and guidance for staff involved in the delivery of communications services, and support the delivery of training to staff. Develop a proactive communications plan for all key stakeholders from 1 July -31 December 2027.
9. **New contracts:** Identify, procure and negotiate any new contracts that may be required to support the Customer, Communications and Engagement functions from Day 1.

Critical dependencies

The Customer, Communications and Engagement workstream has the following critical dependencies (within the workstream, between workstreams including NPDC, or other external decisions or activities):

Table 3: Critical dependencies for Customer, Communications and Engagement workstream

Dependency	Dependent task, deliverable or decision	Dependency owner	Date needed
Day 1 customer services and billing capabilities, including SLA with NPDC	Day 1 operating model approved	People workstream	1 October 2026
Customer, Communications and Engagement policy finalisation	Wai Hononga brand identity and templates approved Wai Hononga values approved	Customer, Communications and Engagement workstream Strategy, Governance and Legal workstream	1 December 2026
Customer change management strategy and plan	Identification of key customer segments (and list of individual large customers)	NPDC workstream	July 2026
Customer and communications staff training	Policies, processes and guidance approved Onboarding and induction process approved	Customer, Communications and Engagement workstream People workstream	March 2027

Key risks and mitigations

Table 2: Risks and mitigations for Customer, Communications and Engagement workstream

Risk	Likelihood	Impact	Mitigations
If Wai Hononga does not retain ownership of strategic customer functions and management of NPDC outsourcing performance, NPDC priorities and focus may not deliver to Wai Hononga customer needs in the short- to medium-term.	High	High	• Include strategic customer capability in the Day 1 operating model and organisation design. • Onboard Wai Hononga customer lead role early, to oversee delivery of Day 1 readiness and to drive customer experience improvement from commencement.

If Day 1 customer services and billing capabilities are not ready before 1 July 2027, then customer experience may be impacted.	High	High	• Appoint Technology, Data and Reporting Workstream Lead • Appoint NPDC Programme Manager • Appoint Customer, Communications and Engagement Workstream lead with strong customer experience background • Make decision early on system capabilities required to support Day 1 billing (noting that changes to bank accounts and payment systems introduces significant complexity).
If customers are not supported adequately through the change process, they may become confused about who they need to contact, or what they need to do, and customer experience may be impacted.	High	High	• Appoint Customer, Communications and Engagement Workstream lead with strong customer experience background • Test billing templates, and customer guidance and communications with customer focus groups • Tailored training for customer services representatives and account managers
If Wai Hononga does not have fit-for-purpose systems and processes, and adequate resourcing to support high volumes of queries from customers (likely during first few billing cycles), then customers will experience delays, and customer experience may be impacted.	High	High	• Consider contracting third-party customer services support for overflow • Consider tailoring call-centre IVR to answer basic billing queries • Develop and test (with customer focus groups) billing guidance and communications. • Stage billing for the first few cycles • Manage staff leave for critical times • Retain Transition Team support for escalated/complex billing queries.

WS04: Finance and Commercial

Scope overview

The Finance and Commercial workstream is accountable for ensuring Wai Hononga is financially operational from Day 1: able to pay its people and suppliers, bill customers and collect revenue, fund Year 1 operating and capital expenditure and debt servicing, and produce accurate financial reporting. The working approach is a pragmatic, minimum viable (status quo) stand-up: transactional finance services will continue to be delivered through NPDC shared services under SLA, while Wai Hononga owns strategic finance activities and retains ownership of, and accountability for, its financial strategy, decisions, data and reporting from Day 1.

This workstream leads the development of the financial strategy and long-term financial model (a critical input into the Water Services Strategy), the pricing and revenue strategy and confirmation of Year 1 water and wastewater charges, treasury and funding arrangements (including debt transfer from NPDC and the pathway to LGFA accession), the opening balance sheet and accounting and financial settlement process, the Year 1 Annual Budget (coordinating inputs from other workstreams), core financial and commercial policies, insurance and assurance arrangements, and the development of finance-related SLAs with NPDC.

It works closely with the Customer, Communications and Engagement and Technology, Data and Reporting workstreams on billing readiness, which depends heavily on NPDC systems, in particular the ERP implementation (core finance system go-live scheduled for 1 March 2027) and the property and rating system that drives billing.

This workstream is the coordinating function for any procurement that must be completed for new contracts prior to Day 1, where contracts do not transfer from NPDC under the Transfer Agreement.

Day 1 operating model assumptions

The current overarching assumption is a minimum viable stand-up supported by NPDC shared services: transactional activities (payables, receivables, payroll, billing and operational finance support) remain with NPDC under SLA, while Wai Hononga owns strategic finance activities, including financial strategy, modelling, approvals, policies and compliance obligations, and is accountable for its financial decisions, data and reporting. Shared services may provide inputs and production support, but ownership and responsibility sits with Wai Hononga. The detailed scope of shared services is still being worked through and will inform the workstream plan and SLA definitions.

Wai Hononga delivery

The following functions will be delivered by Wai Hononga at Day 1:

- **Financial strategy and planning:** Financial strategy drawing together LTP assumptions, treasury settings, insurance, risk appetite, capital structure and scenario modelling; long-term financial model; revenue strategy and pricing options; Annual Budget and forecasting; capital prioritisation; and financial inputs to the Water Services Strategy.
- **Financial control, reporting and compliance:** Ownership of financial data, decisions and reporting; Board and management reporting; group accounting policies; contribute to statutory reporting obligations (annual report, DIA, Taumata Arowai, Commerce Commission); the audit relationship; and financial policies and delegations.
- **Treasury and financing:** Debt and financing strategy, the LGFA accession pathway and lender relationships, covenant monitoring, cashflow forecasting, and oversight of bank accounts and

transactional banking arrangements (with treasury advisor support from the final quarter before go-live).

- **Commercial and procurement:** Procurement policy and processes (including the contract management register, health and safety pre-qualification, contract monitoring and supplier panels), commercial and financial advice on SLAs, contracts and business cases, and performance management of finance-related NPDC SLAs.
- **Financial risk, assurance and insurance:** Insurance strategy and framework (with broker support), fraud management policy, the outsourced internal audit work programme overseen through the Finance, Audit and Risk Committee, and management of financial risks (cashflow, credit, pricing).
- **Billing data quality assurance:** Quality assurance of the rating database and meter reading data that support customer billing.

NPDC delivery

The following functions will be delivered by NPDC for Wai Hononga at Day 1, via SLA:

- Finance system (ERP/TechOne) provision, hosting and support. NPDC is implementing a new ERP with the core finance system scheduled to go live on 1 March 2027; the Wai Hononga instance, configuration decisions and any gaps are still to be confirmed, with the finance SLA operating from 1 July 2027.
- Transactional finance services: accounts payable, accounts receivable and debt collection, general ledger administration and month-end processing support.
- Payroll administration via NPDC HRIS (aligned with the People workstream HR systems SLA), including leave balance transfer for transferring staff.
- Customer billing administration and revenue collection using NPDC systems, including the property and rating system that drives billing, continuing quarterly billing at Day 1 (via the Customer Services and Billing SLA).
- Provision of property and rating data and meter reading data (meter reads are currently collected via rubbish trucks with manual follow-up for gaps).
- Treasury operations support, including payments processing, bank reconciliations and monthly cashflow reporting.
- Financial reporting production support, including inputs, group accounting policy alignment and production support for the first Wai Hononga annual report (2027/28).
- Procurement transactional support and supplier and contract administration (where required).
- Fixed asset register and asset accounting administration.

Third party delivery

The following functions are expected to be delivered by third parties at Day 1:

- External audit
- Treasury advisory support, to be appointed in the final quarter before go-live (around March 2027) to support the Treasury Management Policy refresh, LGFA engagement, documentation, novation, drawdown and settlement processes.
- Banking services and transactional banking facilities.

- LGFA borrowing facilities (following accession).
- Insurance broking and placement, supported by participation in the regional risk-sharing working group programme.
- Internal audit services (outsourced, delivered under a work programme agreed with the Finance, Audit and Risk Committee).
- Tax advisory services (GST, PAYE, FBT and confirmation of income tax status).
- Asset valuation services (input to the opening balance sheet and financial model).

Day-2 operating model assumptions

The Finance and Commercial operating model is expected to evolve in years 1-3 as Wai Hononga designs its target state operating model and roadmap. Transactional finance services delivered by NPDC at Day 1 (ERP/TechOne, accounts payable and receivable, payroll administration, billing administration and treasury operations support) will be reviewed to determine whether to in-source, continue shared arrangements, or outsource to other third parties.

Billing is expected to move from quarterly to monthly once systems and resourcing allow, noting that the NPDC property and rating system upgrade is not expected until 2028, which constrains billing change before then.

Treasury capability is expected to mature as borrowing moves onto LGFA facilities following accession.

Changes to the tariff structure, including any move to volumetric water charging, will be confirmed through further modelling of fixed and variable charge options and through the Water Services Strategy, rather than assumed for Day 1. A development contributions/development levy policy will be developed alongside NPDC once legislative settings are confirmed.

Day 1 outcomes

Corporate Services

- Wai Hononga is financially operational. Wai Hononga can pay its people and suppliers, and produce accurate reporting
- Wai Hononga can fund Year 1 operations, capital expenditure, and debt servicing, while meeting its financial covenants
- Wai Hononga can collect revenue from customers to fund water services delivery
- Wai Hononga has sound financial governance, controls, and a clear financial relationship with NPDC.

Key accountabilities

1. **Financial strategy and modelling:** Develop the financial strategy, drawing together Council LTP and Annual Plan assumptions, treasury settings, insurance, risk appetite, capital structure and scenario modelling. Build and quality-assure the long-term financial model and scenarios (supported by Board workshops on issues, options and scenarios), support capital prioritisation, and deliver the financial inputs to a robust draft Water Services Strategy by December 2026.

2. **Budgets:** Prepare the Year 1 Annual Budget (1 July 2027 to 30 June 2028), coordinating required inputs from other workstreams, ringfenced in compliance with section 18 financial principles and reconciled to the Water Services Strategy, for Board approval and publication.
3. **Pricing, tariffs and billing design:** Model fixed and variable charge options and revenue impacts to inform Board direction on the Day 1 tariff structure (previous assumptions of volumetric water billing and a fixed wastewater charge from 1 July 2027 are not settled; the working preference is a status quo stand-up). Confirm Year 1 water and wastewater charges, coordinate with NPDC on mock billing and universal water metering communications to avoid setting community expectations prematurely, develop the waiver and hardship policy (including assessment of rates-rebate-equivalent options), and develop the invoice template with the Customer, Communications and Engagement, and NPDC workstreams.
4. **Transfer balances, debt and Settlement Amount:** Document and agree the process for identifying transfer balances with NPDC, taking a pragmatic approach focussed on the major balances at 30 June 2026 rather than line-by-line analysis, while ensuring the transfer is fair, auditable and right for the community. This includes the debt balance (confirmed through the NPDC audit process and reconfirmed around March 2027 for transfer), reserves (including negative reserve positions), development contributions and historical under-recovery of depreciation. This will input into the Transfer Agreement.
5. **Treasury, funding and banking readiness:** Maintain interim establishment funding through the NPDC loan arrangement (supported by the transition agreement to June 2027 and then the Transfer Agreement). Commence the LGFA accession process once the Chief Executive is appointed, appoint a treasury advisor, refresh the draft Treasury Management Policy in line with Board risk appetite (following the risk workshop) and advisor input, and complete LGFA documentation, novation, drawdown and settlement processes in the final quarter before go-live. Establish bank accounts, access controls, reconciliation responsibilities and transactional banking processes, documented in the NPDC SLA.
6. **Day 1 transactional readiness:** Complete chart of accounts and system set-up discovery (from July 2026) with recommendations to NPDC by September 2026, ahead of the TechOne core finance go-live on 1 March 2027. Document payables, receivables and debt collection, payroll and banking processes; complete IRD registrations and delegated authorities (PAYE, GST) and ACC arrangements; quality-assure the rating database and meter reading data; and support user acceptance testing of finance systems and processes ahead of Day 1.
7. **Finance SLAs with NPDC:** Define the scope, service levels, reporting requirements, cost recovery and governance arrangements for NPDC-delivered finance services (ERP/TechOne access, transactional finance, payroll, billing administration, treasury operations and financial reporting support) as inputs into the Master Services Agreement schedules.
8. **Financial reporting readiness:** Decide group accounting policies for 1 July 2027, establish management accounts and reporting from TechOne under SLA, agree roles and responsibilities for statutory reporting (annual report, DIA, Taumata Arowai, Commerce Commission) between Wai Hononga and NPDC, and ensure readiness to produce the first Wai Hononga annual report for 2027/28.
9. **Financial and commercial policies:** Finalise core policies for Board approval, including Treasury Management (draft exists, to be aligned with Board risk appetite), Procurement (including contract management register, health and safety pre-qualification, contract monitoring, supplier panels and all-of-government contract participation), Fraud Management, Waiver and Hardship, and cost allocation policies, and embed the approved Financial Delegations Policy in payables and approval processes.

10. **Insurance:** Finalise the insurance strategy and framework for the Board, place Day 1 insurance cover with broker support and through the regional risk-sharing working group and establish the outsourced internal audit work programme with the Committee. Embed financial risks in the enterprise risk register with the Strategy, Governance and Legal workstream.
11. **Development contributions and levies:** Analyse development contribution balances and invoices for modelling purposes and develop a Wai Hononga development levy policy alongside NPDC once new legislation is passed.
12. **Finance function readiness:** Work with the People workstream to confirm the Day 1 finance organisation capability (roles, recruitment or transfer from NPDC), and develop finance policies, processes, guidance and training, including coaching for budget owners.
13. **New contracts:** Identify, procure and negotiate any new contracts that may be required to support the Finance, Procurement and Insurance functions from Day 1.

Critical dependencies

The Finance and Commercial workstream has the following critical dependencies (within the workstream, between workstreams including NPDC, or other external decisions or activities):

Table 4: Critical dependencies for Finance and Commercial workstream

Dependency	Dependent task, deliverable or decision	Dependency owner	Date needed
Year 1 budgets produced for input into WSS	Financial strategy and year 1 budget	All workstreams	30 September 2026
Year 1 budgets produced for input into WSS	Wai Hononga-third-party contracts negotiated and approved	All workstreams	1 Dec 2026
Financial model and financial strategy complete	Financial inputs into a robust draft WSS by December 2026 (statutory deadline 1 July 2027) and the Annual Budget	Finance and Commercial workstream	December 2026
Asset register, valuations and capital prioritisation	Inputs to the financial model, financial strategy, opening balance sheet and Annual Budget	Asset Management and Service Delivery workstream	October 2026
NPDC data and reconciliations for transfer balances (debt, reserves, development contributions, depreciation under-recovery)	Settlement Amount negotiation, opening balance sheet and Transfer Agreement (debt balance reconfirmed for transfer around March 2027)	NPDC workstream, Strategy, Governance and Legal	February 2027

NPDC ERP (TechOne) implementation, core finance system go-live	Chart of accounts recommendations (September 2026), Wai Hononga configuration decisions, management accounts and SLA-based reporting from 1 July 2027	NPDC, Technology, Data and Reporting workstream	March 2027
Chief Executive appointment	Commencement of the LGFA accession process	Wai Hononga Board	TBC
Finance SLA schedules agreed (ERP/TechOne access, transactional finance, payroll, billing administration, treasury operations, financial reporting)	Day 1 transactional readiness (pay staff and suppliers, collect revenue, produce reporting)	NPDC workstream, Strategy, Governance and Legal	October 2026
Board direction on Day 1 tariff structure and pricing options	Confirmation of Year 1 charges, billing configuration and customer communications (aligned with NPDC mock billing and metering communications)	Wai Hononga Board, Finance and Commercial workstream	December 2026

Key risks and mitigations

Table 2: Risks and mitigations for Finance and Commercial workstream

Risk	Likelihood	Impact	Mitigations
Finance activity is not integrated into a single programme roadmap with clear cadence and milestones, leading to reactive delivery against detailed Board requests	High	Medium	- Integrate the finance task list into the establishment roadmap and workstream plan - Agree Board decision points and management milestones, distinguishing Day 1 outcomes from longer-term (2030) outcomes - Establish a regular reporting and engagement cadence
NPDC data availability and capacity constraints delay transfer balance due diligence, SLA definition and billing readiness	High	High	- Agree engagement channels and response timeframes with NPDC - Prioritise data requests on the major balances (pragmatic approach)

			Escalate through programme governance where responses are delayed
NPDC ERP (TechOne) go-live (1 March 2027) slips, or the Wai Hononga instance does not meet requirements, compressing set-up and testing before 1 July 2027	Medium	High	- Complete chart of accounts discovery and recommendations to NPDC by December 2026 - Confirm Wai Hononga configuration decisions and gaps early - Agree contingency arrangements in the SLA for a delayed go-live (interim NPDC processing)
Billing is constrained by the NPDC property and rating system (not upgraded until around 2028) or by rating and meter data quality, impacting billing accuracy and Year 1 cashflow	Medium	High	- Stand up on status quo quarterly billing at Day 1 - Quality-assure the rating database and meter reading data before and after system changes - Defer monthly billing and tariff structure change until the system upgrade allows
Premature communication of tariff, mock billing or volumetric charging assumptions sets unrealistic community expectations before Wai Hononga financial modelling and Board decisions are complete	Medium	High	- Coordinate mock billing and metering communications with NPDC - Complete fixed and variable charge modelling before public communication - Secure Board direction on pricing options ahead of customer communications
Day 1 funding arrangements (transitional NPDC loan, LGFA accession, novation and drawdown) are not documented in time, creating liquidity risk in the first operating period	Low	High	- Confirm the NPDC loan arrangement through the transition agreement and Transfer Agreement - Appoint the treasury advisor around March 2027 and sequence LGFA documentation, novation and drawdown in the final quarter - Retain continued NPDC funding as the fallback (current pricing is comparable to LGFA)
Scope creep towards a mature target-state finance function for Day 1, rather than a practical minimum viable stand-up	Medium	Medium	- Anchor the workstream plan to the status quo stand-up principle - Test proposed additions against Day 1 outcomes - Defer enhancements to the Day 2 roadmap

Uncertainty around development contributions/development levy legislation delays policy development and revenue modelling	Medium	Medium	• Model using current development contribution data (updated audited version to follow) • Prepare the levy policy jointly with NPDC once legislation is passed • Treat policy finalisation as a post-Day 1 refinement if legislative timing requires
---	--------	--------	--

WS05: Strategy, Governance and Legal

Scope overview

The Strategy, Governance and Legal workstream establishes the strategic direction, governance arrangements and legal foundations Wai Hononga needs to operate as a standalone water organisation from Day 1.

The workstream leads the development of the Board and governance framework, the suite of legal activities required to stand the organisation up (including legal incorporation, Transfer Agreement, Master Services Agreement, contract transition and commercial readiness, and the transfer of RMA consents), the compliance framework covering Wai Hononga's role as both a regulated party and a regulator, Te Tiriti partnerships and obligations, and the enterprise risk and organisation policy frameworks.

The workstream coordinates the development and adoption of the Water Services Strategy on behalf of the organisation, including confirming the statutory process and timing, drawing cross-workstream inputs into a coherent narrative, and supporting the Board and shareholder processes for adoption. It plays a similar coordination role for the annual business plan and the procurement of new or replacement contracts.

The workstream also provides oversight of statutory and regulatory compliance across the organisation, integrating obligations owned by other workstreams into a single compliance register, reporting framework and assurance approach.

The workstream is responsible for readiness of the Partnerships and Performance group and the governance and legal functions, and for developing policy, process and guidance for the Wai Hononga functions in scope.

Day 1 operating model assumptions

Current working assumptions are that most activity within scope of this workstream will be delivered in house by Wai Hononga from Day 1, with contractor support to manage peaks in workload or to access specialist skills.

Wai Hononga delivery

The following functions will be delivered by Wai Hononga at Day 1:

- Board, governance and executive functions
- Strategy and policy development
- Legal services, including Company Secretary and Privacy Officer (under GC)
- Iwi engagement and partnerships
- Risk and assurance
- Regulatory and legal compliance, including water network regulatory compliance

NPDC delivery

The following functions will be delivered by NPDC for Wai Hononga at Day 1, via SLA:

- Integrated growth and spatial planning coordination

- Supplier and contract administration support (ongoing point of discussion) – for Mike, expectation is that WH will have contract and supplier managers.

Note: scope of supplier and contract administration depends on outcomes of the contract transfer strategy, as some contracts may be retained by NPDC and provided through service agreements.

Third party delivery

No core functions in this workstream are intended to be outsourced to third parties at Day 1. Wai Hononga may seek third party support to manage peaks in workload or to access specialist skills (such as specialist professional or technical advice).

Day-2 operating model assumptions

Functions within this workstream are expected to primarily be delivered by Wai Hononga from Day 1.

It is important that delivery of these functions is reviewed to ensure the most effective delivery model is in place, but it is not expected that it will change significantly (compared with areas where NPDC will support delivery on Day 1).

Day 1 outcomes

Partnerships and Performance

- Wai Hononga Board, staff and stakeholders are clear on the organisation's strategic priorities and performance measures.
- Wai Hononga understands and complies with all regulatory compliance obligations and disclosure requirements
- Wai Hononga has established genuine partnerships with Iwi, understands treaty settlement obligations, iwi environmental management plans and other rights and interests and can give effect to them.
- Wai Hononga understands its role in environmental stewardship and climate resilience and can deliver on it.
- Wai Hononga Board and staff understand how to assess the significance of decisions, and when to engage with its community and stakeholders.

Corporate Services

- Wai Hononga has a skilled Board in place, and the governing documents, systems and frameworks to enable legally compliant and effective oversight and decision making.
- Wai Hononga has legally compliant operations and policy frameworks in place.
- Wai Hononga understands its risk, liabilities and contingent liabilities and has a clear plan to manage them.
- Wai Hononga board, staff and stakeholders are clear on the plan to deliver the Water Services Strategy and understand their role in delivering it.
- Transfer arrangements are in place to ensure Wai Hononga is legally and operationally ready to assume responsibility for water services from 1 July 2027. [New outcome]

Key accountabilities

1. **Legal establishment:** Constitution, shareholders agreement, and incorporation. [Complete]
2. **Governance setup and Board enablement:** Board charter, appointment, induction and launch. Governance framework, delegations, Board work programme, reporting and assurance, and SOPs. [Significantly complete]

3. **Organisation policy framework:** Policy architecture, template and approval process. Day 0, Day 1 and Day 2 policy categorisation. Oversight of all policy development across the programme.
4. **Enterprise risk and business continuity:** Enterprise risk framework, risk register, risk appetite, and business continuity approach.
5. **Business planning:** Develop the annual business plan for 1 July 2027 to 30 June 2028, aligned with the WSS. Confirm activity ownership and support development of the organisation performance framework.
6. **Transfer Agreement, MSA and commercial readiness:** Transfer Agreement, MSA and service schedules, RMA consent transfer, contract register and transfer strategy, novations and replacements, contingency arrangements, and Day 1 commercial readiness sign-off.
7. **Statement of Expectations:** Support the Board to work with the shareholder to prepare, consult and adopt the SoE, including supporting the Board's role in commenting on the SoE before finalisation and embedding the SoE in planning. [Significantly complete]
8. **Strategic foundations:** Vision, values and strategic priorities, translated into the organisational strategy and feeding the WSS.
9. **Water Services Strategy:** Coordinate the development and adoption of the WSS, including shareholder engagement, any required consultation, and Board decision-making.
10. **Regulatory and legal compliance:** Compliance obligations register, statutory roles, Day 1 regulated-party posture and programmes (privacy, records, LGOIMA), sector-specific readiness (Water Services Act planning and reporting, Taumata Arowai, Commerce Commission, RMA), Significance and Engagement policy, SoE response process, and systems, controls, reporting and assurance for compliance delivery.
11. **Acting as a regulator:** Delegated regulator functions from NPDC, Day 1 regulator strategy, bylaws and policies for the regulator role, and regulatory capability handover.
12. **Te Tiriti partnerships and obligations:** Iwi engagement strategy refresh, settlement obligations register, mapping of agreements, Tiriti framework, and embedding obligations into governance and policy.
13. **Significance and Engagement policy:** Develop the statutory policy, including significance criteria, mandatory engagement, joint review with NPDC, support process for engaging and consulting on the policy, adoption by the Board, and embedding in delegations and decision-making.
14. **New contracts:** Identify, procure and negotiate any new contracts that may be required to support the Partnerships and Performance function, and Corporate Governance, Legal and Risk functions from Day 1.

Critical dependencies

The Strategy, Governance and Legal workstream has the following critical dependencies (within the workstream, between workstreams including NPDC, or other external decisions or activities):

Table 5: Critical dependencies for Strategy, Governance and Legal workstream

Dependency	Dependent task, deliverable or decision	Dependency owner	Date needed
Critical programme capability and capacity (General Counsel, Mana Whenua Engagement Lead, Company Secretary)	Delivery of critical SGL activities including TA drafting, WSS coordination, iwi engagement, Board secretariat and legal advice	Programme	Q1 FY27
Water Services Strategy	Risk management framework is in place, strategic objectives set and Board's iwi partnership approach agreed	Strategy, Governance and Legal	Q1 FY27
Water Services Strategy	NPDC has confirmed Stormwater operating model and requirements for Wai Hononga delivery Preliminary costing of services to be delivered by NPDC Planning inputs, growth 10-year forecast, spatial planning inputs Capital programme input for WSS	NPDC	Q2 FY27
Cross-workstream inputs to the WSS (financial, asset, service delivery, customer, Tiriti)	Drafting and Board approval of WSS and consultation document	All workstreams	Q2–Q3 FY27
Asset due diligence and Transfer Agreement schedules content	Schedules due diligence, Transfer Agreement drafting, RMA consent transfer, contract register, staff transfer	Asset Management & Service Delivery / NPDC /People	Q1 FY27
Transfer Agreement	NPDC capacity to engage on and approve the Transfer Agreement, before October.	NPDC	Q1 FY27

NPDC provision of contract information, counterparty introductions and supporting engagement	Contract transfer strategy, novations and variations, Day 1 commercial readiness sign-off	NPDC	Q2 FY27
NPDC agreement to MSA scope, KPIs, cost recovery and Day 1 service schedules (Finance, IT, PMO)	MSA execution, Day 1 service arrangements	NPDC	Q2 FY27
NPDC clarity on scope of delegated regulator functions and capability handover (trade waste, backflow, network connections, water restrictions, bylaws)	Day 1 regulator strategy, bylaws, regulator role capability readiness	NPDC	Q1–Q2 FY27

Key risks and mitigations

Table 2: Risks and mitigations for Strategy, Governance and Legal workstream

Risk	Likelihood	Impact	Mitigations
Timeframes for agreeing Transfer Agreement slip, impacting legal readiness, and/or subsequent activities or decisions	Med	Med/High	• Treat as critical path • Milestone at end Sept 2026 means there is time to achieve legal readiness before 1 July 2027, even if timeframes slip • Engage NPDC on pre-execution requirements upfront • Confirm cross-workstream inputs from Finance, Asset, Operations and Customer
Political change or shifts in stakeholder positions affect direction, scope or timeframes	Medium	High	• Maintain regular Board and shareholder engagement • Document decisions and rationale for continuity

			• Use SoE and Transfer Agreement to confirm agreed direction
NPDC capacity constraints affect MSA delivery, transition support and engagement on the WSS	High	High	• Confirm NPDC commitments through Transfer Agreement and MSA schedules • Track dependencies through programme governance • Stage workload to avoid pinch points
Programme-wide resourcing and coordination pressures mean cross-workstream inputs to the WSS are delayed or inconsistent, impacting the timing and quality of the WSS	Medium	High	• Confirm WSS workplan, input requirements and drafting timetable with Board and workstream leads early. • Escalate resourcing conflicts through the programme steering group • Sequence WSS drafting with the integrated programme roadmap.
Iwi engagement does not progress at the pace required to inform the WSS and Tiriti framework	Medium	High	• Develop/refresh iwi engagement strategy in next quarter • Start WSS conversations with iwi in parallel with drafting
Contracts cannot be novated, varied or replaced in time, leaving service gaps at Day 1	Medium	High	• Build register and categorisation early; obtain Board-approved transfer strategy • Engage counterparties in parallel • Pre-agree contingency options including NPDC service agreements.
MSA scope, KPIs or cost recovery not agreed with NPDC in time to support Day 1 services	Medium	High	• Sequence MSA work with Transfer Agreement • Confirm critical Day 1 schedules (Finance, IT, PMO) by Oct 2026

WS06: Technology, Data and Reporting

Scope overview

The Technology, Data and Reporting workstream is responsible for ensuring Wai Hononga has all digital and data capabilities required to operate on Day 1. This includes corporate systems, systems of record, operational technology, data and reporting platforms and the devices and tools staff need to do their jobs. It also includes ensuring the minimal cyber security capabilities are in place and implementing the IT operating model including shared arrangements with NPDC as well as specific arrangements that Wai Hononga will need to lead itself.

The full scope of changes required to NPDC systems will not be known until these Day 1 operating model decisions are confirmed across other workstreams. Where possible, decisions across other workstreams should be accelerated to allow this workstream's scope to be finalised.

This delivery approach assumes that subject matter experts from other workstreams will be available to the NPDC IT team throughout the system delivery period, to contribute expertise and participate in key activities such as user acceptance testing (UAT) and readiness.

Core system requirements from other workstreams need to be substantially confirmed by end of Q1 (FY27) to enable delivery of core system changes to commence in Q2 (FY27).

Day 1 operating model assumptions

Wai Hononga delivery

Wai Hononga will manage the operational technology environment directly, with no support from NPDC. This includes:

- **Operational technology (SCADA, communications and instrumentation)** - platform ownership and inhouse (or directly contracted) support and maintenance.
- **Cyber security for the operational technology environment** – led directly by Wai Hononga, given it will manage the OT environment independently of NPDC.
- **Digital strategy and roadmap** – developing the Wai Hononga strategy and roadmap to support the evolving operating model.
- **Digital governance** - establish digital and data governance principles.
- **Architecture** - provide architectural guardrails for new initiatives.
- **System decisions advice** - advise on system decisions that may create long-term constraints.
- **Information governance and data integrity** – support information governance and data integrity.

All other technology, data and reporting functions will be delivered by NPDC, as set out below.

NPDC delivery

NPDC is the primary provider of technology, data and reporting services to Wai Hononga at Day 1. Core systems of record, corporate systems, data and reporting platforms and devices will be delivered by NPDC, either through existing NPDC systems and tooling or through new Wai Hononga-specific solutions that NPDC will manage on Wai Hononga's behalf. This includes:

- **Asset management:** NPDC's existing asset management system, configured or extended to support Wai Hononga's asset data and reporting needs.
- **Finance:** NPDC's existing finance system extended to support Wai Hononga's general ledger, accounts payable / receivable, procurement and financial reporting requirements.
- **HR & Payroll:** NPDC's existing HRIS and payroll systems, extended to cover Wai Hononga staff and reporting requirements.
- **Customer & Billing:** NPDC's existing CRM and billing platform(s), configured to support Wai Hononga's customer and billing model (subject to Day 1 operating model decisions on branding, invoicing and banking arrangements).
- **GIS:** NPDC's existing GIS platform, hosted and maintained by NPDC, with access and data views configured for Wai Hononga.
- **Health & Safety:** NPDC's existing H&S systems, extended to cover Wai Hononga's compliance, incident and reporting requirements.
- **Consenting & compliance:** NPDC's existing consenting and compliance solutions, configured to track and manage Wai Hononga's consenting and compliance obligations.
- **Corporate systems:** productivity tools (e.g. email), user devices, printing, facilities technology, website, intranet and contact centre infrastructure, provided and supported by NPDC.
- **Data & reporting:** NPDC's existing data and reporting platforms, configured to produce Wai Hononga-specific reporting with appropriate data segregation.
- **Cyber security (corporate systems, network and end-user devices):** delivered through NPDC's existing security services, tooling and monitoring, extended to cover Wai Hononga.

Third party delivery

Wai Hononga is not expected to hold any new, separate third-party contracts at Day 1. Existing contracts with Operational Technology suppliers (SCADA, networking, communications and support) are expected to novate to Wai Hononga under the Transfer Agreement. Any third-party involvement in the delivery of Wai Hononga's technology, data and reporting services will be limited to those parties already engaged and managed by NPDC under its existing supplier arrangements. Where NPDC currently relies on such a supplier to deliver a system or service, that arrangement is expected to extend to cover Wai Hononga's requirements as part of NPDC's service delivery.

Day-2 operating model assumptions

The Technology, Data and Reporting operating model is expected to evolve gradually in years 1-2 following Day 1. NPDC is expected to continue hosting and supporting the majority of Wai Hononga's core systems of record, corporate systems and data & reporting platforms under the arrangements established for Day 1.

Over years 1-3, Wai Hononga will review the effectiveness and cost of these shared arrangements and may look to procure specific capabilities or systems where this offers materially better outcomes.

The operational technology environment, which Wai Hononga will manage directly from Day 1, is expected to remain a Wai Hononga-led function.

Day 1 outcomes

Wai Hononga has fit-for-purpose systems in place to support secure, efficient and effective operations. This outcome is expanded on below:

Core system capability

- Wai Hononga has core system capability or shared system arrangements in place to cover essential Day 1 needs across:
 - Asset management
 - HR & Payroll
 - Customer & Billing
 - GIS
 - Health & Safety
 - Corporate Systems (productivity tools (e.g. email) user devices, printing, facilities tech, website, intranet and contact centre)
 - Cyber security
 - Data & reporting
- Wai Hononga data is appropriately segregated from NPDC data in core systems.

Data & Reporting Requirements

- Day 1 essential reporting requirements are defined and available

Operational Technology

- Operational technology is in place (SCADA, communications & instrumentation)

NPDC Shared Service Arrangements

- System enhancements are in place to meet Wai Hononga Day 1 system requirements
- Service arrangements are in place for shared systems and related services

IT Readiness

- Wai Hononga IT operating model is in place (covering both NDPC shared arrangements and separate Wai Hononga arrangements)
- IT policies are in place

Key accountabilities

1. **Workstream planning & governance:** Confirming the technology, data and reporting establishment scope and approach, developing the workstream plan, and maintaining visibility of progress, risks, and issues across all delivery tracks.
2. **Systems & technology delivery:** Ensuring all required systems and related data segregation and reporting requirements are in place and operational by Day 1, whether directly procured or provided under shared services arrangements. Manage dependencies and risks across all technology, data and reporting work packages.
3. **Vendor and supplier management:** Managing delivery partners (NPDC) and vendors to required outcomes.
4. **Testing and go-live readiness:** Ensuring all systems pass User Acceptance Testing, meet data segregation and cyber readiness requirements, and are ready for go-live with no critical defects. This relies on subject matter experts from other workstreams being available to the NPDC IT team to contribute expertise and participate in UAT.

5. **IT operating model:** Developing the Day 1 IT operating model, including defining how IT services will be delivered and supported, ensuring shared service arrangements with the council are documented, agreed and in place, and ensuring the required policies, processes, and standards are established ahead of go-live.
6. **New contracts:** Identify, procure and negotiate any new contracts that may be required to support the technology function from Day 1.

Critical dependencies

The Technology, Data and Reporting workstream has the following critical dependencies (within the workstream, between workstreams including NPDC, or other external decisions or activities):

Table 6: Critical dependencies for Technology, Data and Reporting workstream

Dependency	Dependent task, deliverable or decision	Dependency owner	Date needed
NPDC IT to confirm dependencies and dates	NPDC IT to identify what dependencies it has on Wai Hononga and confirm what date each is required by (e.g. what date does NPDC IT need the final Wai Hononga work	NPDC IT	31 August 2026
Confirmed core system requirements across all functional areas (asset management, HR, payroll, finance, customer & billing, corporate systems, H&S, data & reporting).	Day 1 operating model decisions and detailed functional requirements form each workstream.	All workstreams	30 September 2026
Confirmed NPDC IT delivery capacity and plan	NPDC agreement to resource and deliver core system changes from Q2 FY27 (1 Oct 2026).	NPDC	31 October 2026
Workstream SME availability to execute UAT	Workstreams to make relevant subject matter experts available to participate in and sign off UAT for their respective systems.	All workstreams	March / April 2027
Finalisation of Wai Hononga organisational design for HR system implementation	People workstream to confirm final organisational structure to be implemented in the HR system	People Workstream	Nov 2027

Finalisation of terms and conditions of employment for system payroll system implementation	People workstream to confirm terms and conditions of employment for configuration in the payroll system	People Workstream	Nov 2027
---	---	-------------------	----------

Key risks and mitigations

There is an inherent tension in certain areas between Wai Hononga's need to establish a discrete and independent identity as a standalone water services organisation, and the implementation complexity this can create. Achieving a level of independence at Day 1 can, in some cases, create significantly more system and process change than an alternative approach. Customer and billing is a clear example – a separate Wai Hononga-branded invoice, paid into a Wai Hononga bank account, better reflects an independent identity but requires new payment channels to be technically established and communicated to customers ahead of Day 1. This is considerably more system and customer change than an alternative such as a Wai Hononga line item on the existing rates bill. These trade-offs need to be explicitly surfaced and agreed, as the choice between independent identity and implementation simplicity has a direct bearing on the scope, cost and deliverability of this workstream's programme of work, and on NPDC IT's capacity to deliver it.

Table 2: Risks and mitigations for Technology, Data and Reporting workstream

Risk	Likelihood	Impact	Mitigations
NPDC IT capacity constraints (competing priorities across NPDC's own systems) limit its ability to deliver the Wai Hononga-specific system changes and shared service arrangements for Day 1	High	High	• Confirm NPDC IT resourcing and delivery commitments. • Allocate specific NPDC IT resources to Wai Hononga delivery where possible. • Actively manage progress against plan and dependencies with NPDC IT. • Escalate resourcing conflicts through programme steering group. • Implement appropriate joint-governance between NPDC IT and Wai Hononga to oversee and monitor delivery.
Workstream subject matter experts are not sufficiently available to the NPDC IT team to contribute expertise during system delivery or to participate in key activities such as UAT.	High	High	• Confirm SME time commitments and availability from each workstream early, including for UAT windows. • Include SME involvement as an explicit resourcing line item in each workstream plan. • Escalate through programme governance where SME availability is at risk or causing slippage.

Wai Hononga data is not adequately segregated from NPDC within shared systems creating compliance, privacy, reporting and integrity risks from Day 1.	Medium	High	• Define data segregation requirements for Day 1. • Test data segregation as part of UAT and go-live readiness.
Minimum viable cyber security capability is not in place by Day 1 creating unacceptable cyber exposures for Wai Hononga.	Medium	High	• Define minimum Day 1 cyber security baseline. • Complete cyber readiness assessment. • Confirm cyber security roles & responsibilities within the Day 1 IT operating model and sure these are clearly documented as part of NPDC support arrangements.
Day 1 operating model decisions (e.g. org structure, service delivery model) are not finalised in time meaning requirements cannot be confirmed and system changes cannot be delivered within the available window.	High	High	• Track outstanding decisions against agreed dates and escalate through programme governance. • Prioritise confirmation of decisions with the longest system lead times. • Assess and communicate the impact of decision delays on system delivery timeframes as they arise.
Requirements definition from other workstreams is delayed, delaying the commencement of core system delivery and compressing the timeframe for build, testing and go live readiness.	High	High	• Track workstream requirements definition against schedule. • Ensure requirements definition phase is adequately resourced with appropriate capability.
Shared service technology arrangements are not agreed with NPDC in time for Day 1	Medium	High	• Confirm Day 1 shared arrangements as soon as possible to allow development of service schedules to commence.

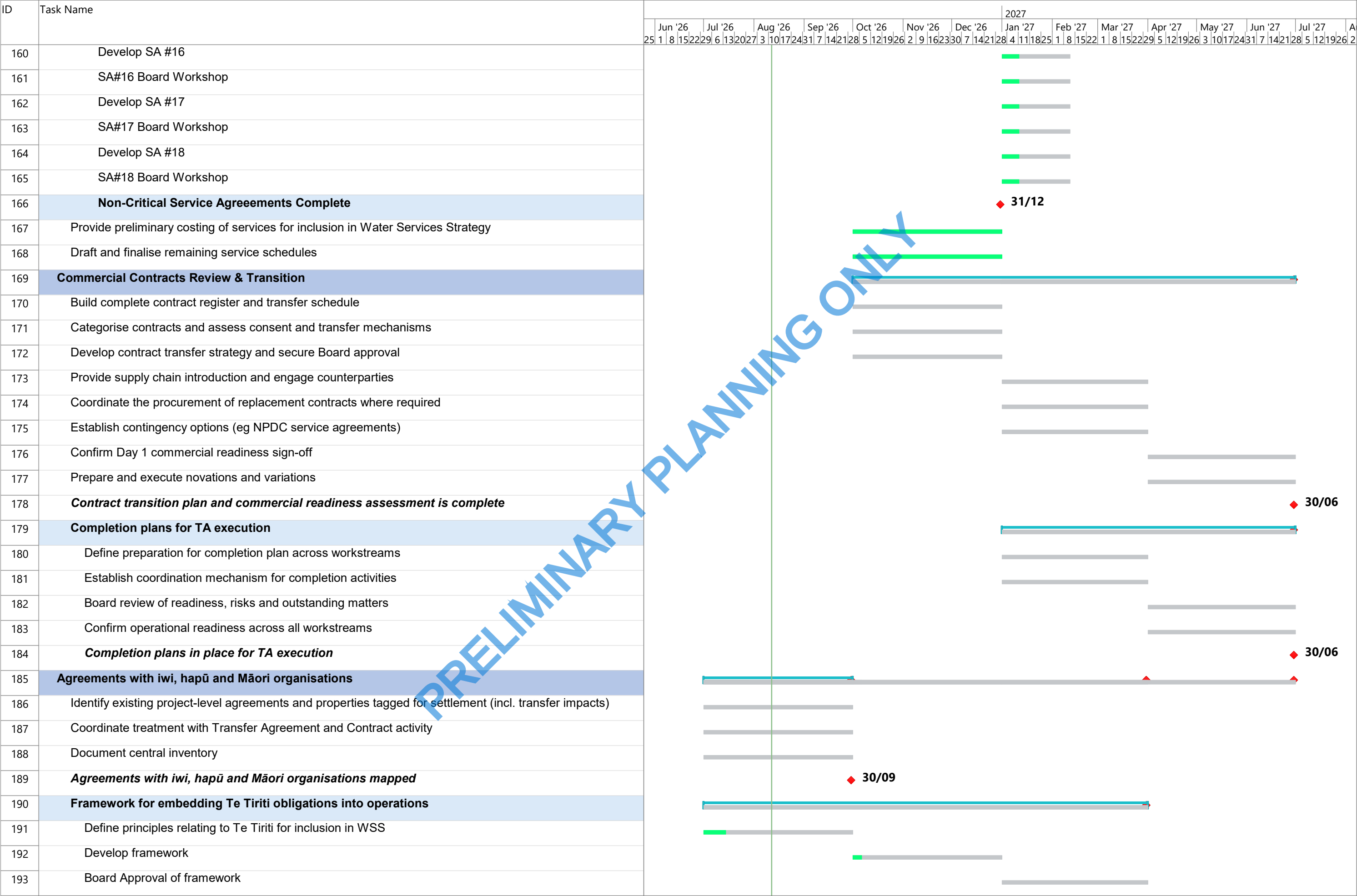
ID	Task Name	2027																											
		Jun '26	Jul '26	Aug '26	Sep '26	Oct '26	Nov '26	Dec '26	Jan '27	Feb '27	Mar '27	Apr '27	May '27	Jun '27	Jul '27	Aug '27	Sep '27	Oct '27	Nov '27	Dec '27	Jan '28	Feb '28	Mar '28	Apr '28	May '28	Jun '28	Jul '28	Aug '28	
1	Strategy, Governance & Legal																												
2	Water Services Strategy																												
3	Draft and coordinate WSS inputs (working group)																												
4	WSS Board workshop (showcase progress to Board)																												
5	Final draft ready for consultation																												
6	WSS Board approval to consult																												
7	Deliver public consultation																												
8	WSS Board approve / adopt WSS (following public consultation)																												
9	Water Services Strategy complete																												
10	WSS handover to BAU																												
11	Policies, processes and guidance to support ongoing strategy, governance and legal function																												
12	Develop Day 0 policies relating to strategy, governance and legal functions																												
13	Develop Day 1 policies relating to strategy, governance and legal functions																												
14	Design supporting processes and SOPs																												
15	Policies, processes and guidance in place to support ongoing strategy, governance and legal function																												
16	Strategy, Governance and Legal capability requirements																												
17	Confirm Day 1 Strategy, Governance and Legal roles with People workstream (transfer or recruit from NPDC)																												
18	Support finance and commercial workstream to develop draft year 1 annual budget																												
19	Refresh financial inputs to WSS																												
20	Strategy, Governance and Legal capability requirements are defined and costed																												
21	Compliance obligations register																												
22	Confirm all general statutory compliance obligations (incl Companies Act, Financial Reporting Act, Privacy Act 2020, LGOIMA, Public Records Act, HSWA)																												
23	Confirm all sector-specific regulatory compliance obligations Wai Hononga will have from Day 1																												
24	Compile register and process for maintenance																												
25	Maintain register through ongoing monitoring																												
26	Compliance obligations identified and a register is maintained																												
27	General compliance programmes and processes																												
28	Develop privacy programme (privacy statement, breach response, PIA process)																												
29	Establish records management approach and retention schedule (Public Records Act)																												
30	Establish official information request process (LGOIMA readiness)																												
31	Ensure subject-specific compliance frameworks are in place across the organisation (eg Health and Safety)																												

ID	Task Name	2027																											
		Jun '26	Jul '26	Aug '26	Sep '26	Oct '26	Nov '26	Dec '26	Jan '27	Feb '27	Mar '27	Apr '27	May '27	Jun '27	Jul '27	Aug '27	Sep '27	Oct '27	Nov '27	Dec '27	Jan '28	Feb '28	Mar '28	Apr '28	May '28	Jun '28	Jul '28	Aug '28	
32	General compliance programmes and processes are established	31/03																											
33	Sector-specific compliance programmes and processes																												
34	Identify critical Day 1 regulatory deliverables vs Day 2 build-out across all regimes																												
35	Confirm operational readiness for Taumata Arowai regime is in place																												
36	Confirm resource consent framework is in place																												
37	Coordinate preparation for Commerce Commission information disclosure regime (asset management, financial, quality)																												
38	Confirm regulatory accounting and separation approach and that financial systems support statutory financial reporting and Commerce Commission information disclosure																												
39	Sector-specific compliance programmes and processes are established	31/03																											
40	Systems, controls, reporting and assurance for compliance delivery																												
41	Confirm reporting calendar and subcommittees that support regulatory compliance, and embed compliance items in Board work programme																												
42	Define sign-off authorities for each statutory and regulatory obligation (linked to delegations)																												
43	Establish regulatory compliance reporting framework and compliance tracking system against the register (what, to whom, frequency, against which obligations)																												
44	Document SOPs to support compliance reporting and reduce key person risk																												
45	Establish horizon-scanning process to monitor changes in regulator expectations (Taumata Arowai, Commerce Commission, DIA, Regional Council)																												
46	Design assurance framework over compliance obligations and disclosures (controls, testing, sign-off)																												
47	Pilot compliance and assurance reporting to Board and Audit committee																												
48	Document integrated statutory and regulatory compliance calendar																												
49	Systems, controls, reporting and assurance for compliance delivery are in place																												
50	Scope of regulator role																												
51	Confirm scope of regulator functions delegated by NPDC (trade waste, backflow, network connections, water restrictions, bylaws)																												
52	Identify critical Day 1 regulatory deliverables vs Day 2 build-out for regulator role																												
53	Scope of regulator role is confirmed	30/09																											
54	Day 1 regulator strategy																												
55	Develop Day 1 regulatory approach and posture (including separation of operator and regulator roles)																												
56	Bylaws and policies for regulator role in place for Day 1 (trade waste, backflow, network connections, water restrictions)																												
57	Board endorsement of Day 1 regulatory approach																												
58	Day 1 regulator strategy in place	30/06																											
59	Key statutory roles and other appointments																												
60	Company Secretary onboarding to take Companies Office and statutory compliance																												

ID	Task Name
61	Confirm Privacy Officer function under General Counsel
62	Confirm health and safety governance touchpoints for Board (officer duty briefing, H&S reporting)
63	Appoint external auditor (statutory requirement)
64	Key statutory roles and other appointments in place
65	Regulatory capability and handover of regulatory responsibilities from NPDC
66	Confirm scope of capability handover from NPDC across all regulatory regimes (economic, water services, environment, regulator role)
67	Identify critical capability for Day 1 and gaps
68	Develop handover plan with NPDC (people, processes, knowledge transfer)
69	Confirm interim arrangements where capability not in place by Day 1 (SLA, contractors)
70	Confirm Day 1 regulatory capability readiness
71	Regulatory capability is in place and handover of regulatory responsiblities from NPDC is well managed
72	Iwi partnership approach
73	Confirm Board direction on scope of relationships WH defines directly (distinct from inherited NPDC arrangements)
74	Engage iwi early to test and align expectations
75	Document confirmed partnership approach
76	Partnership approach approved
77	Iwi partnership approach confirmed
78	Register of Te Tiriti obligations and rights
79	Map statutory obligations (LGWSA, WSA 2021), Treaty settlement obligations, iwi environmental management plans and other rights
80	Validate with legal and iwi
81	Compile register and assign owners
82	Register of Te Tiriti obligations and rights is in place
83	Transfer Agreement (TA)
84	Develop TA
85	Board Approve TA
86	Council resolution
87	Board recommend settlement and go-live
88	NPDC shareholder agree settlement and go-live
89	Transfer Agreement is executed
90	Transfer and wash up
91	Transition activities completed
92	Board approval of financial statements

ID	Task Name
93	Statement of Expectations
94	Confirm SoE timing, content and process with NPDC (ss224, 227, 229)
95	Board provides comments on NPDC's draft SoE
96	SoE adopted and issued to Wai Hononga Board
97	Communicate SoE to staff and stakeholders
98	Statement of Expectations in place (NPDC accountability)
99	Strategic foundations (vision, values/behaviours, strategic priorities)
100	Confirm work in train and run second values workshop
101	Refine purpose, vision and strategic priorities for Board engagement
102	Board approval of strategic foundations
103	Include in WSS as first chapter
104	Strategic foundations set
105	Transfer Agreement is developed and agreed
106	Confirm schedules definition
107	Legal Transfer Questionnaire completed
108	Schedules due diligence completed
109	Develop Transfer Agreement template
110	Confirm cross-programme inputs and additional NPDC work required
111	Develop TA workplan
112	Board approval of Transfer Agreement Plan
113	Coordinate cross-programme input (register of transferring items eg contracts, leases, property, consents, assets)
114	Draft full Transfer Agreement
115	Negotiate Transfer Agreement with NPDC
116	Board approval of Transfer Agreement
117	Shareholder approval of Transfer Agreement
118	Master Services Agreement (MSA)
119	Develop MSA
120	MSA Board Workshop
121	MSA Board Workshop
122	Negotiate MSA with NPDC
123	Board approve MSA
124	Board approval of critical Day 1 services schedules
125	NPDC approve MSA

ID	Task Name																																																											
		2027																																																										
		Jun '26	Jul '26	Aug '26	Sep '26	Oct '26	Nov '26	Dec '26	Jan '27	Feb '27	Mar '27	Apr '27	May '27	Jun '27	Jul '27	A																																												
		25	1	8	15	22	29	6	13	20	27	3	10	17	24	31	7	14	21	28	5	12	19	26	2	9	16	23	30	7	14	21	28	4	11	18	25	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28	5	12	19	26	2
126	MSA Complete																																																											
127	Critical Service Agreements																																																											
128	Develop SA #1																																																											
129	SA#1 Board Workshop																																																											
130	Develop SA #2																																																											
131	SA#2 Board Workshop																																																											
132	Develop SA #3																																																											
133	SA#3 Board Workshop																																																											
134	Develop SA #4																																																											
135	SA#4 Board Workshop																																																											
136	Critical Service Agreements complete																																																											
137	Non-Critical Service Agreements																																																											
138	Develop SA #5																																																											
139	SA#5 Board Workshop																																																											
140	Develop SA #6																																																											
141	SA#6 Board Workshop																																																											
142	Develop SA #7																																																											
143	SA#7 Board Workshop																																																											
144	Develop SA #8																																																											
145	SA#8 Board Workshop																																																											
146	Develop SA #9																																																											
147	SA#9 Board Workshop																																																											
148	Develop SA #10																																																											
149	SA#10 Board Workshop																																																											
150	Develop SA #11																																																											
151	SA#11 Board Workshop																																																											
152	Develop SA #12																																																											
153	SA#12 Board Workshop																																																											
154	Develop SA #13																																																											
155	SA#13 Board Workshop																																																											
156	Develop SA #14																																																											
157	SA#14 Board Workshop																																																											
158	Develop SA #15																																																											
159	SA#15 Board Workshop																																																											



ID	Task Name
194	Translate obligations into governance, delegations and policies
195	Framework for embedding Te Tiriti obligations into operations is in place
196	Iwi engagement strategy and processes in place
197	Review existing strategy and confirm what carries over from NPDC
198	Refresh strategy with iwi and hapū input and test with Board
199	Develop engagement processes
200	Finalise and adopt strategy and processes (Board)
201	Board Approve Iwi Engagement Strategy
202	Iwi engagement strategy and processes in place
203	Climate change and environmental policies aligned with NPDC Sustainability & Environmental strategy (if required by NPDC)
204	Confirm WH position on climate adaptation and review NPDC Sustainability strategy
205	Draft WH policy position
206	Board approval
207	Climate change and environmental policies in place and aligned with NPDC Sustainability & Environmental strategy (if required by NPDC)
208	Plans and processes aligned with approved policies.
209	Translate climate change and environmental policies into operational plans, define supporting processes and assign ownership
210	Document and communicate
211	Plans and processes in place that are aligned with approved policies.
212	Significance and Engagement policy
213	Scope options and engage Board on materiality threshold
214	Confirm statutory timing and agree joint approach with NPDC under s37(4)
215	Draft policy and framework for assessing significance (confirm consultation scope eg pricing not capex/opex detail)
216	Engage shareholders, consumers, communities and iwi (s37(3) mandatory)
217	Revise policy after engagement
218	Board endorsement and NPDC shareholder approval (s37(3)(b)) (Feb 2027)
219	Embed in governance, delegations and decision-making, including s38 deviation process
220	Significance and Engagement policy adopted
221	Finance & Commercial
222	Financial strategy
223	Confirm financial modelling workplan, input requirements and Board workshop timetable
224	Build base financial model using NPDC Annual Plan and LTP/WSDP assumptions and data
225	Analyse current financial position and forward projections

[illegible]

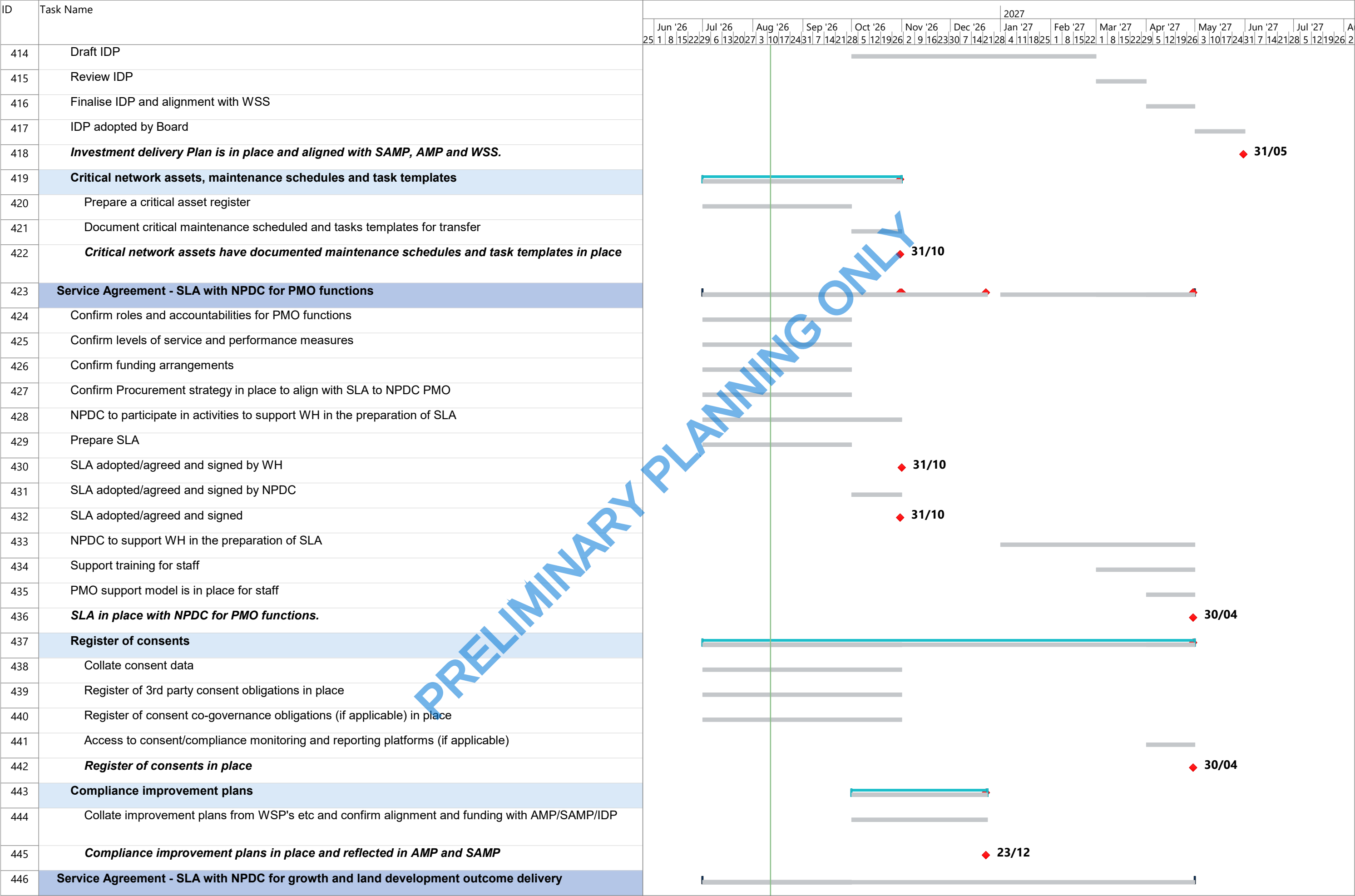
ID	Task Name
257	Complete IRD registrations and delegated authorities (PAYE, GST) and ACC arrangements
258	Open bank accounts and document access controls, reconciliation responsibilities and transactional banking processes
259	Support user acceptance testing of finance systems following TechOne go-live
260	Parallel run and testing of transactional finance and payroll processes ahead of Day 1
261	Embed financial delegations and approval authorities in systems
262	Wai Hononga is financially operational
263	Financial reporting framework, external audit arrangements, and ringfencing controls
264	Support external auditor appointment (with Strategy, Governance and Legal workstream)
265	Decide group accounting policies for 1 July 2027
266	Define management accounts and Board reporting pack from TechOne
267	Agree statutory reporting roles and responsibilities with NPDC (annual report, DIA, Taumata Arowai, Commerce Commission)
268	Document ringfencing controls and cost allocation methodology
269	Confirm financial systems support Information Disclosure requirements
270	Confirm readiness to produce the first Wai Hononga annual report (2027/28)
271	Financial reporting framework in place, accounting policies approved, external auditor appointed.
272	Core financial and commercial policies
273	Develop core finance and commmercial polities
274	Draft Procurement Policy (contract management register, H&S pre-qualification, contract monitoring, supplier panels, AoG contracts)
275	Board approval of Procurement Policy
276	Develop cost allocation policy and methodology
277	Core financial and commercial policies Board-adopted and operational
278	Insurance policies and financial risks
279	Finalise insurance strategy and framework for Board
280	Board approval of insurance strategy and framework
281	Design insurance programme with broker and regional risk-sharing working group
282	Place Day 1 insurance cover
283	Embed financial risks (cashflow, credit, pricing) in enterprise risk register with Strategy, Governance and Legal workstream
284	Establish outsourced internal audit work programme with FARC
285	Insurance policies executed (Public/Products Liability, Professional Indemnity, D&O, Material Damage/Business Interruption) and financial risks embedded in the risk register
286	Supplier contracts and suppliers change management
287	Board workshop

[illegible]

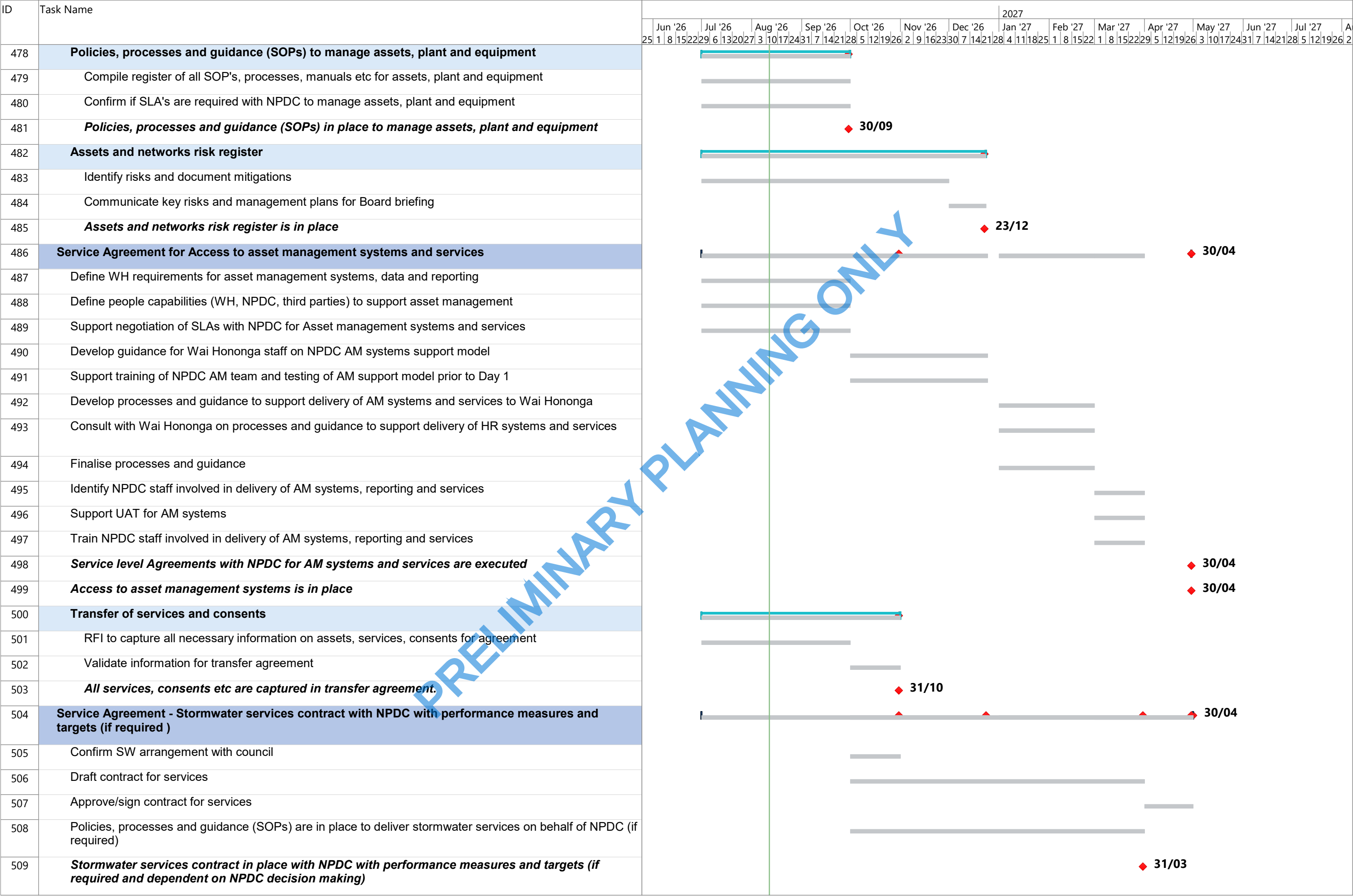
ID	Task Name																																																													
		Jun '26	Jul '26	Aug '26	Sep '26	Oct '26	Nov '26	Dec '26	2027	Jan '27	Feb '27	Mar '27	Apr '27	May '27	Jun '27	Jul '27	A																																													
25	1	8	15	22	29	6	13	20	27	3	10	17	24	31	7	14	21	28	5	12	19	26	2	9	16	23	30	7	14	21	28	4	11	18	25	1	8	15	22	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28	5	12	19	26	2
318	Confirm loan facilities, borrowing limits and covenant headroom for Year 1																																																													
319	Funding is in place, loan facilities with confirmed limits and covenants, and debt transfer from NPDC completed or phased transition agreed and operationalised	31/05																																																												
320	Settlement with NPDC and opening balance sheet																																																													
321	Agree pragmatic due diligence approach focussed on the major balances at 30 June 2026																																																													
322	Obtain NPDC data and reconciliations for transfer balances (debt, reserves, development contributions, depreciation)																																																													
323	Prepare 2025/26 NPDC annual report note for establishment costs and water balances (subject to DIA and OAG confirmation)																																																													
324	Negotiate Settlement Amount with NPDC																																																													
325	Prepare opening balance sheet as at 1 July 2027																																																													
326	Board approval of opening balance sheet																																																													
327	Settlement Amount agreed and opening balance sheet approved by the Board	30/06																																																												
328	Asset Management and Service Delivery																																																													
329	Define water services assets to transfer (incl. land, property, above and below ground infrastructure) and non-network assets																																																													
330	Collate register of assets, plan and equipment to transfer (including fleet)																																																													
331	Spares inventory prepared																																																													
332	Validate asset, plant and equipment register for transfer (including fleet)																																																													
333	Water Servies Assets to transfer are identified																																																													
334	Asset condition assessment																																																													
335	Compile asset condition information																																																													
336	Compile critical asset register																																																													
337	Align asset condition information/register and critical assets with AMP																																																													
338	Board information																																																													
339	Asset condition assessed against consistent methodology. Critical assets identified.	28/02																																																												
340	Current state of operations in the delivery of water services																																																													
341	Operational readiness assessment completed with critical risks and gaps identified and mitigation approach recommended.																																																													
342	Policies, processes and guidance (SOPs) are in place to manage, operate and carry out functions to deliver water services																																																													
343	Report to Board summarising current state of operations																																																													
344	Report to Board summarising current state of operations in the delivery of water services is complete	23/12																																																												
345	Sampling and Laboratory services and arrangements																																																													
346	Identify third party supplier arrangements/contracts to novate																																																													
347	Validate information for transfer/novation																																																													

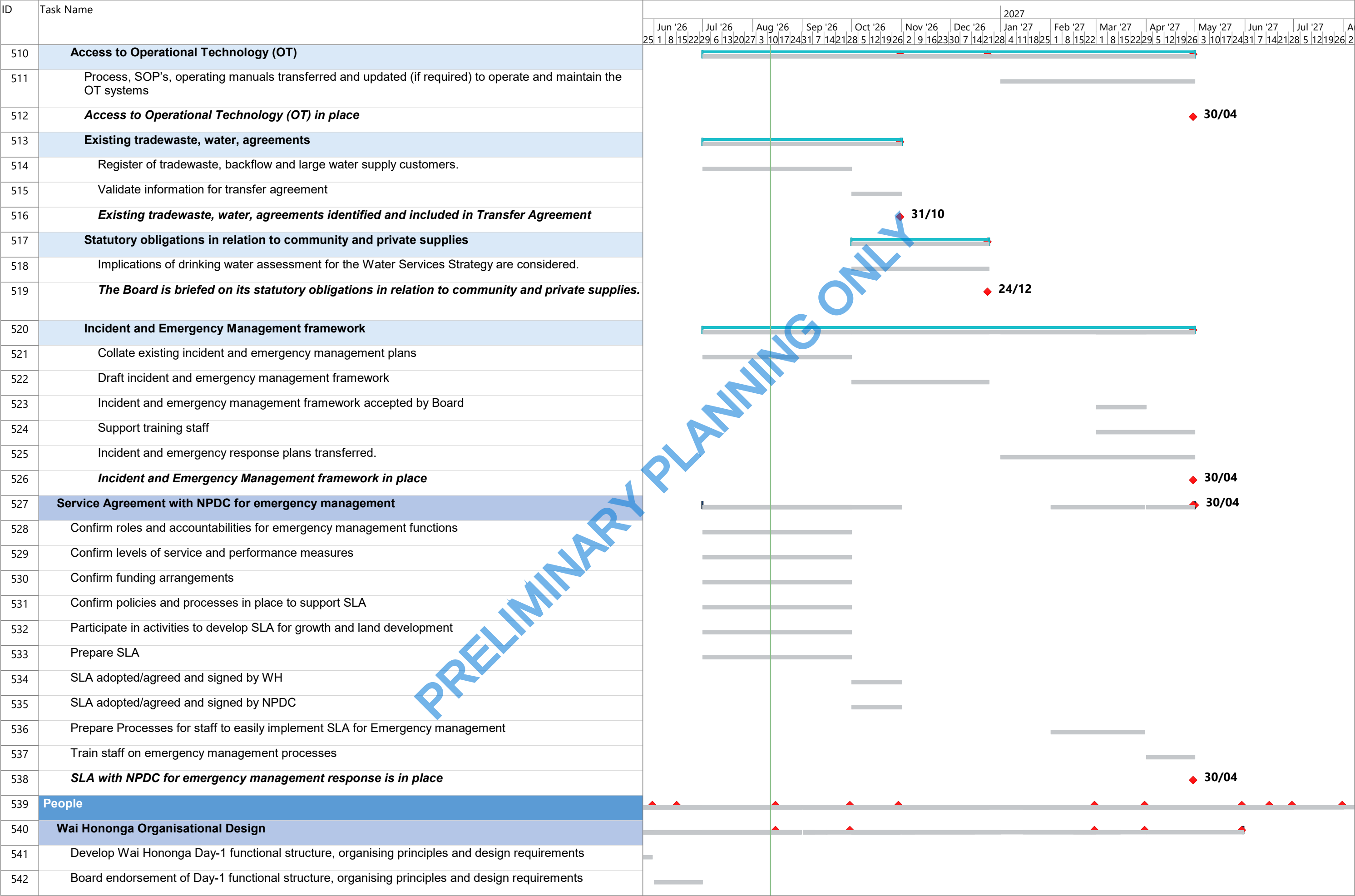
ID	Task Name	2027																											
		Jun '26	Jul '26	Aug '26	Sep '26	Oct '26	Nov '26	Dec '26	Jan '27	Feb '27	Mar '27	Apr '27	May '27	Jun '27	Jul '27	A													
348	Sampling and Laboratory services and arrangements are transferred	31/10																											
349	Review of tradewaste bylaw and the development of Tradewaste Plan																												
350	NPDC to review tradewaste bylaw and develop implementation plan (if changes required)																												
351	Support council with review of tradewaste bylaw																												
352	Delegate the development of the Tradewaste Plan to WH																												
353	Support WH to prepare Tradewaste Plan																												
354	Prepare Tradewaste Plan																												
355	Tradewaste Plan consultation																												
356	Tradewaste Plan complete and accepted																												
357	NPDC to accept Tradewaste Plan																												
358	Review of tradewaste bylaw and the development of Tradewaste Plan is complete	30/04																											
359	Review of water services bylaws and new bylaws or amendments (if applicable) is complete																												
360	NPDC to review water services bylaws and develop implementation plan (if changes required)																												
361	Support council with bylaw review and implementation plan																												
362	Confirm if new bylaws are to be amended, repelled etc																												
363	Provide recommendations to NPDC for bylaws that are to be amended, repelled etc																												
364	Draft amended/new bylaws as required																												
365	Support council to Draft amended/new bylaws as required																												
366	Consult and adopt amended/new bylaws																												
367	Support council consultation and adoption of amended/new bylaws																												
368	Train staff on bylaw amendments																												
369	Review of water services bylaws and propose new bylaws or amendments to the existing bylaws if applicable is complete	30/04																											
370	Health and safety policy, processes and reporting frameworks																												
371	Compile councils safety system processes and health and safety conditions																												
372	Prepare draft H&S policy																												
373	Board endorsement of H&S policy for consultation with staff and unions																												
374	Support consultation with staff and unions																												
375	Review feedback from staff and union consultation and update H&S policy for approval																												
376	Approval of H&S policy																												
377	Prepare Health and Safety Framework, aligned with H&S Policy																												
378	Collate existing and/or prepare new/update H&S plans and procedures to align with H&S Framework																												
379	H&S Framework adopted by Board																												
380	Train staff on new policy, framework and processes																												

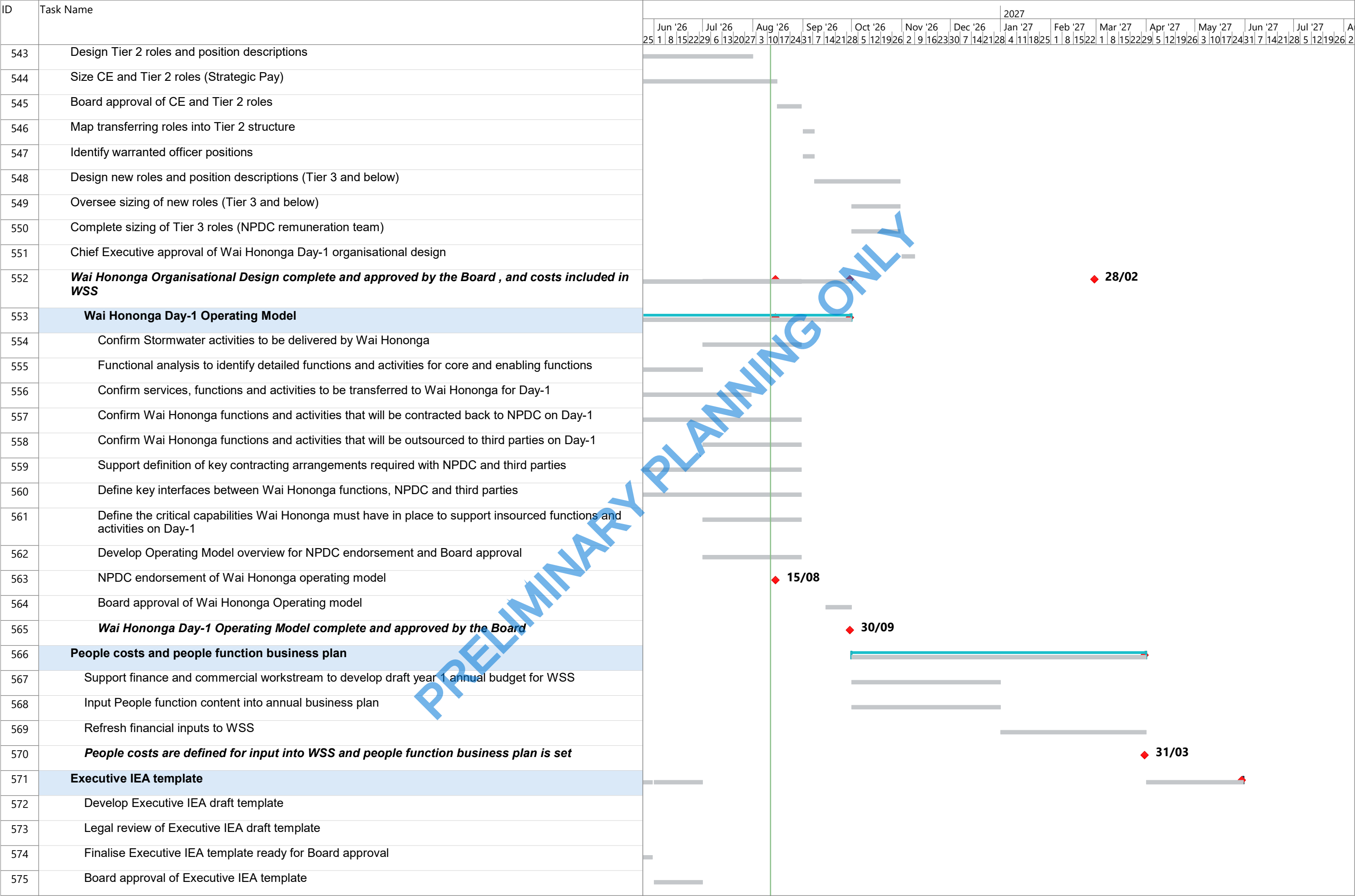
ID	Task Name	2027																											
		Jun '26	Jul '26	Aug '26	Sep '26	Oct '26	Nov '26	Dec '26	Jan '27	Feb '27	Mar '27	Apr '27	May '27	Jun '27	Jul '27	Aug '27	Sep '27	Oct '27	Nov '27	Dec '27	Jan '28	Feb '28	Mar '28	Apr '28	May '28	Jun '28	Jul '28	Aug '28	
381	Health and safety policy, processes and reporting frameworks are in place.	30/04																											
382	Bioboost																												
383	Information pertaining to Bioboost is collated and transferred																												
384	Compliance for Bioboost is include on consent register																												
385	Functions and Arrangements for Bioboost are identified and transferred																												
386	The Board is briefed on the current status of Bioboost, including risks, accountabilities and responsibilities.(Then what is next to be ready to deliver on those accountabilities)?																												
387	Support other Workstreams																												
388	Support input into transfer agreement																												
389	Define people accountabilites - feed into people workstream - content SME																												
390	Support financial and commercial workstream to prepare year 1 annual budget																												
391	Input into the development of the WSS																												
392	Support input into year 1 business plan																												
393	Strategic Asset Management Plan (SAMP)																												
394	Prepare Draft SAMP																												
395	Draft SAMP - review by Board																												
396	Council involvement ???																												
397	Finalise SAMP																												
398	SAMP adopted by Board																												
399	Strategic Asset Management Plan (SAMP is in place	31/05																											
400	Develop the Asset Management (AMP)																												
401	Prepare AMP gap analysis report (against comcom ID requirements)																												
402	Confirm Approach (Improvement plan or new 3 W AMP)																												
403	Draft AMP																												
404	Review draft AMP																												
405	Finalise AMP																												
406	AMP adopted by Board																												
407	Asset Management (AMP) are in place	31/05																											
408	Investment delivery Plan																												
409	Confirm governance and IDP structure																												
410	Confirm prioritisation framework and approach																												
411	Prioritise and optimise investment programme and forecasts																												
412	Confirm procurement and delivery approach with NPDC																												
413	NPDC PMO to action procurement approach, organise contracts etc																												



ID	Task Name
447	Confirm and document polices and processes to support growth and land development
448	Confirm roles and accountabilities for growth and land development RMA functions
449	Confirm levels of service and performance measures
450	Confirm funding arrangements
451	Confirm policies and processes in place to support SLA
452	Participate in activities to develop SLA for growth and land development
453	Prepare SLA
454	Service Agreement - SLA adopted/agreed and signed by WH
455	SLA adopted/agreed and signed by NPDC
456	Prepare processes and guidance for staff to easily implement SLA for growth and land development
457	Support training for staff
458	Growth and land development establishment is complete
459	SLA with NPDC for growth and land development outcome delivery is in place
460	Infrastructure and design standards for the installation and replacement of assets
461	Confirm roles and accountabilities for administration of infrastructure design standards
462	Incorporate responsibilities into the SLA for Growth and land development
463	Access to infrastructure and design standards for the installation and replacements of assets is in place
464	The review of water services bylaws and the development of a new connection bylaws is complete
465	Undertake initial bylaw review and develop implementation plan
466	Support council with bylaw review and implementation plan
467	Confirm if new bylaw is required for connections
468	WH to provide comments on WH assessment of a new bylaw for connections
469	NPDC to draft new bylaw for connections
470	Support council to Draft amended/new bylaws as requires
471	NPDC to consult on connections bylaw
472	Support council consultation and adoption of amended/new bylaws
473	Support people and tech workstreams to train WH staff on new connection bylaw provisions
474	The review of water services bylaws and the development of a new connection bylaw is complete
475	Processes and Standard Operating Procedures (SOPs) to operate and maintain the asset management systems to support the delivery of drinking water and wastewater services
476	Compile register of all SOP's, processes, manuals etc for transfer
477	Processes and Standard Operating Procedures (SOPs) in place to operate and maintain the asset management systems







ID	Task Name	2027																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
		Jun '26	Jul '26	Aug '26	Sep '26	Oct '26	Nov '26	Dec '26	Jan '27	Feb '27	Mar '27	Apr '27	May '27	Jun '27	Jul '27	Aug '27																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																										
576	Consult with early staff members if Executive IEA changes throughout transition from collective bargaining or other changes																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																									

ID	Task Name
PRELIMINARY PLANNING ONLY	
606	Moderation of position review outcomes to confirm transfer pathways for 'mainly' staff
607	Develop staff transfer pathway letters for NPDC staff 'mainly' supporting or delivering transferring functions
608	Approve staff transfer pathway letters
609	Send staff transfer pathway letters to NPDC staff 'mainly' supporting or delivering transferring functions
610	Support send of staff transfer pathway letters and questions from staff
611	Develop IEAs and offer letters for transferring staff (for start date of 1 July 2027, or earlier as agreed)
612	Approve IEAs and offer letters for transferring staff
613	Manage offer and acceptance for transferring staff
614	Confirm process for transfer of warranted officer authorisations
615	Provide staff transfer input for inclusion in the Transfer Agreement
616	NPDC CE to formally notify Wai Hononga of staff whose positions will be made redundant
617	Wai Hononga to consider NPDC staff whose positions will be made redundant in recruitment and shortlisting
618	Develop updated IEAs and offer letters for non-union members post ratification (to achieve harmonisation if required)
619	CE approval of updated IEAs and offer letters for non-union members (to achieve harmonsonation if required)
620	Manage offer and acceptance for updated IEAs for non-union members (to achieve harmonisation if required)
621	Staff transfer is complete and provisions included in Transfer Agreement
622	Recruitment of new roles
623	Develop recruitment strategy and plan (noting dependencies with Org Design)
624	Approve recruitment strategy and plan
625	Prepare for recruitment of high-priority roles
626	Recruitment of high-priority roles
627	Manage offer and acceptance for high-priority roles
628	Prepare for recruitment of remaining roles
629	Recruitment of remaining roles
630	Manage offer and acceptance for remaining roles
631	Recruitment of new roles is complete
632	HR policies, processes, and guidance (SOPs)
633	Confirm Day 0, Day 1 and Day 2 people policies
634	Prepare drafts of Day 0 people policies
635	Legal review (if required) and SGL workstream consistency review
636	Endorsement of Day 0 People policies for union/transferring staff engagement

ID	Task Name																																																												
		2026																2027																																											
		Jun '26				Jul '26				Aug '26				Sep '26				Oct '26				Nov '26				Dec '26				Jan '27				Feb '27				Mar '27				Apr '27				May '27				Jun '27				Jul '27				A			
		25	1	8	15	22	29	6	13	20	27	3	10	17	24	31	7	14	21	28	5	12	19	26	2	9	16	23	30	7	14	21	28	4	11	18	25	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28	5	12	19	26	2	
637	Manage union/transferring staff engagement on Day 0 policies																																																												
638	Analyse feedback from engagement and update Day 0 policies for approval																																																												
639	Approve Day 0 policies																																																												
640	Prepare draft of Day 1 People policies for union/transferring staff engagement																																																												
641	Legal review (if required) and SGL workstream consistency review																																																												
642	Endorsement of Day 1 People policies for union/transferring staff engagement																																																												
643	Manage union/transferring staff engagement on Day 1 policies																																																												
644	Support transferring staff engagement on Day 1 policies																																																												
645	Analyse feedback from engagement and update Day 1 policies for approval																																																												
646	Approve Day 1 policies																																																												
647	Confirm critical Day 1 processes and guidance																																																												
648	Develop critical Day 1 processes and guidance																																																												
649	Approve critical Day 1 processes and guidance																																																												
650	Hand over Day 2 policy, process and guidance scope to Wai Hononga people function lead																																																												
651	HR policies, processes, and guidance (SOPs) are documented and handed over to people function lead																																																												
652	Service level Agreements with NPDC for HR systems and services																																																												
653	Define business and functional requirements for HR systems and reporting																																																												
654	Define service requirements and proposed service levels for HR services																																																												
655	Support negotiation of SLAs with NPDC for people/HR systems and services																																																												
656	Develop guidance for Wai Hononga staff on NPDC HR support model																																																												
657	Support training of NPDC HR team and testing of HR support model prior to Day 1																																																												
658	Develop processes and guidance to support delivery of HR systems and services to Wai Hononga																																																												
659	Consult with Wai Hononga on processes and guidance to support delivery of HR systems and services																																																												
660	Finalise processes and guidance																																																												
661	Identify NPDC staff involved in delivery of HR systems, reporting and services																																																												
662	Support UAT for HR systems																																																												
663	Train NPDC staff involved in delivery of HR systems, reporting and services																																																												
664	Service level Agreements with NPDC for HR systems and services are executed																																																												
665	Office premises																																																												
666	Define requirements for office-based premises (staff numbers, desks, meeting rooms, technology etc)																																																												
667	Complete detailed schedule/plan and cost for office fit-out for approval by Wai Hononga																																																												
668	Approve office fit-out plan and cost																																																												

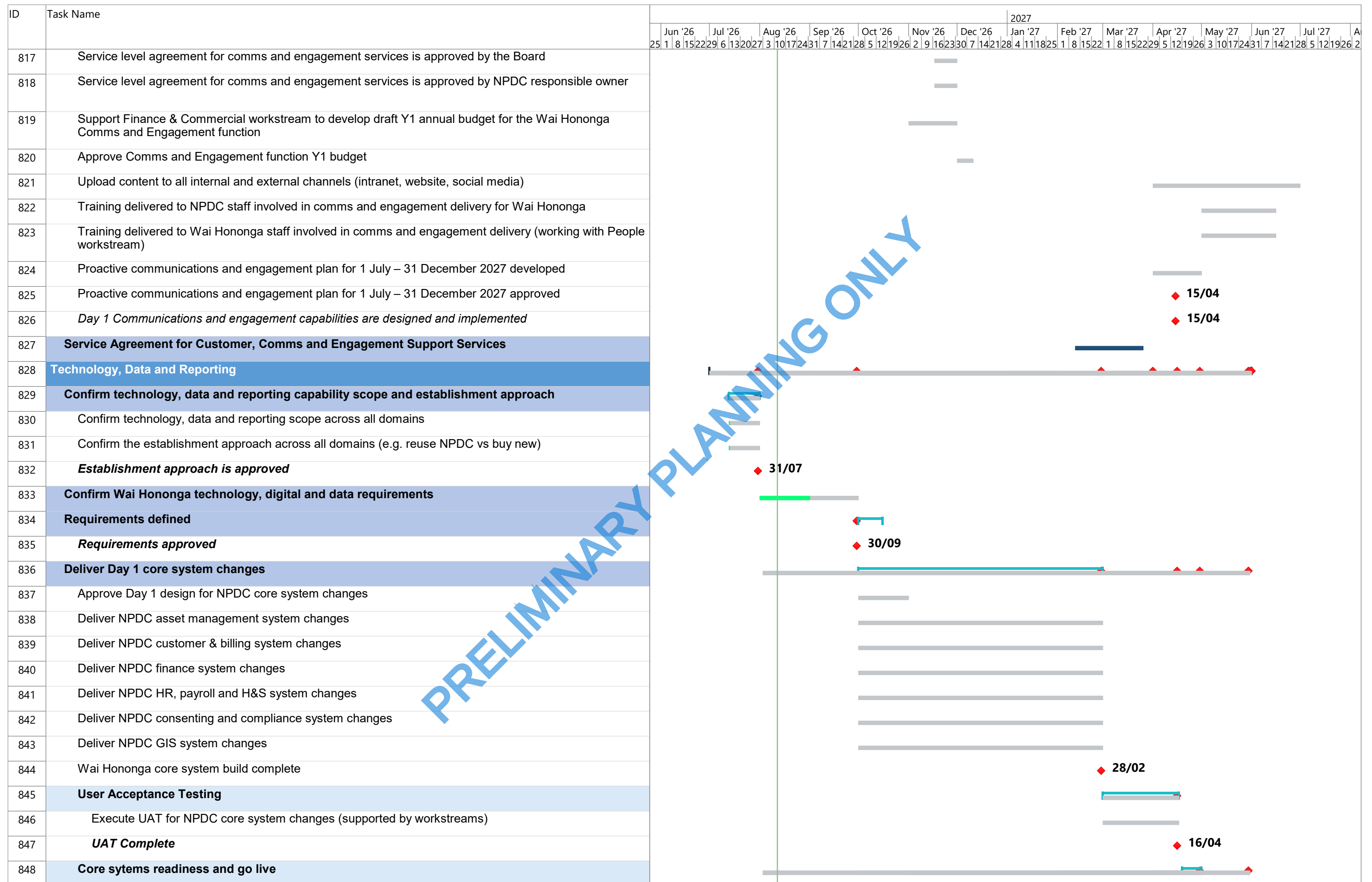
ID	Task Name
	Jun '26 Jul '26 Aug '26 Sep '26 Oct '26 Nov '26 Dec '26 2027 Jan '27 Feb '27 Mar '27 Apr '27 May '27 Jun '27 Jul '27 A
669	Negotiate sub-lease for office premise provision identifying respective obligations and costs
670	Negotiate sub-lease for office premise provision identifying respective obligations and costs
671	Board/CE approval of sub-lease for office premise provision by NPDC to Wai Hononga
672	NPDC approval of sub-lease for office premise provision by NPDC to Wai Hononga
673	Identify any new contracts required relating to Office Premises
674	Complete office fit out in line with schedule/plan
675	Confirm office fit out meets agreed requirements
676	Office blessing by mana whenua (Tohi Tangaengae)
677	Office premises (at NPDC) are ready for occupation
678	Staff uniforms, vehicles and equipment
679	Define requirements for staff uniforms, vehicles and equipment (working with Asset Management & Service Delivery)
680	Identify requirements not met by assets proposed to transfer
681	Support procurement of branded uniforms, vehicles and other equipment
682	Procurement approval
683	Order uniforms, vehicles and equipment
684	Include uniform/equipment provision in staff onboarding and induction processes and plan
685	Staff have received the uniforms, vehicles and equipment they need to do their job
686	Staff onboarding and induction
687	Develop Day 1 onboarding and induction process and templates
688	CE approval of Day 1 onboarding and induction process and templates
689	Develop Day 1 onboarding and induction plan
690	Work with people leaders to tailor onboarding and induction materials to staff
691	Oversee staff onboarding and induction activity and provide support to people leaders
692	Staff have been onboarded and inducted
693	Staff change management
694	Staff change management approach and plan is developed
695	Staff change management approach and plan is approved
696	Staff change impact assessment is complete and impact interventions are agreed and assigned to workstreams
697	Staff communication and engagement channels are in place
698	Staff communications and engagement plan is in place
699	Communication and engagement activity is delivered in line with plan
700	Staff change impacts have been effectively managed and channels are in place to support ongoing comms and engagement

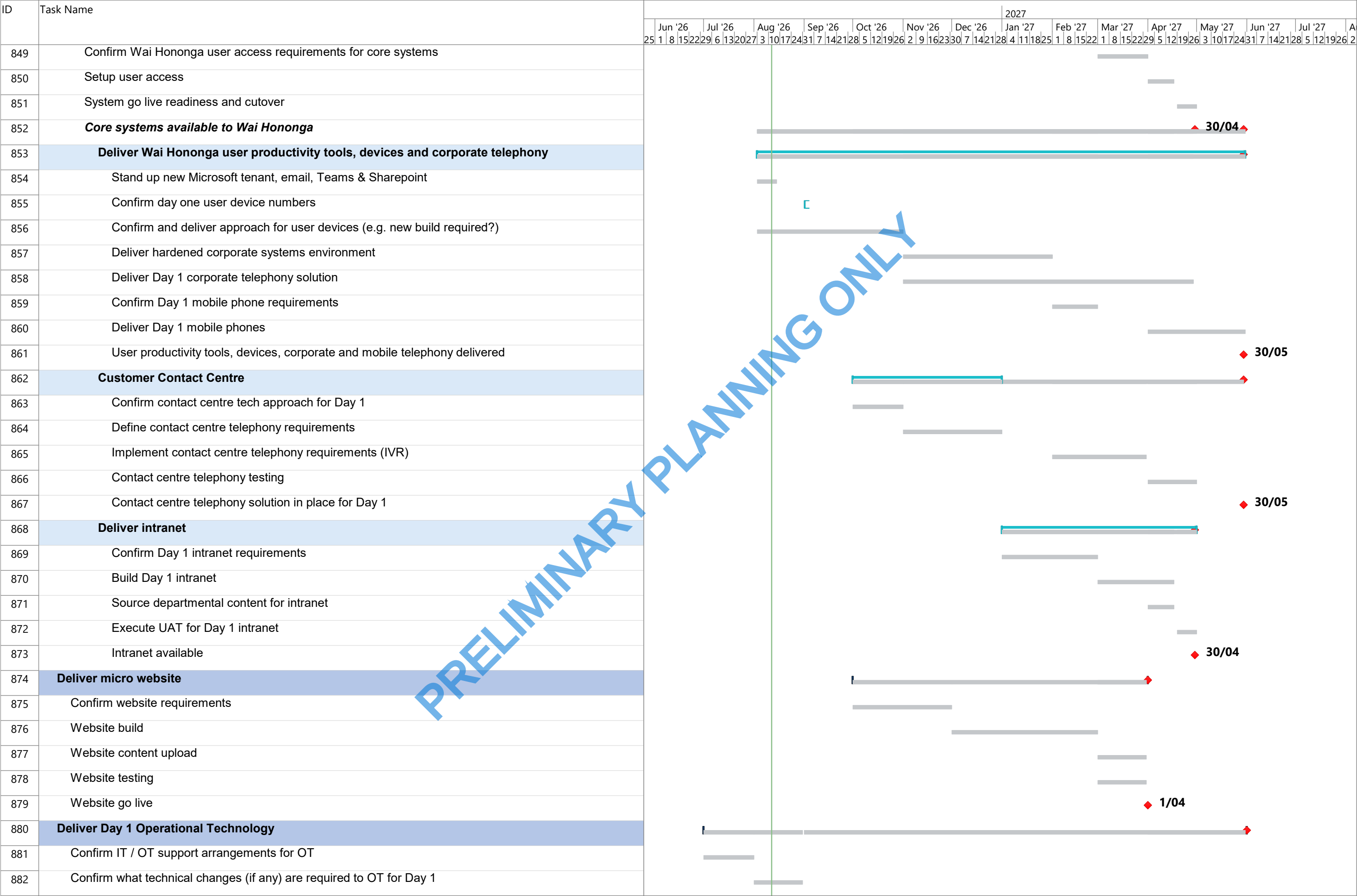
ID	Task Name	2027																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																														
		Jun '26		Jul '26		Aug '26		Sep '26		Oct '26		Nov '26		Dec '26		Jan '27		Feb '27		Mar '27		Apr '27		May '27		Jun '27		Jul '27		A																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																		
		25	1	8	15	22	29	6	13	20	27	3	10	17	24	31	7	14	21	28	5	12	19	26	2	9	16	23	30	7	14	21	28	4	11	18	25	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28	5	12	19	26	2																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																				
701	Customer, Comms and Engagement																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																															</

ID	Task Name	2027																											
		Jun '26	Jul '26	Aug '26	Sep '26	Oct '26	Nov '26	Dec '26	Jan '27	Feb '27	Mar '27	Apr '27	May '27	Jun '27	Jul '27	Aug '27	Sep '27	Oct '27	Nov '27	Dec '27	Jan '28	Feb '28	Mar '28	Apr '28	May '28	Jun '28	Jul '28	Aug '28	
730	Approve policies, processes and guidance for NPDC staff involved in customer services and billing delivery																												
731	Support Finance & Commercial workstream to develop draft Y1 annual budget for the Wai Hononga Customer function																												
732	Approve Customer function Y1 budget																												
733	Position descriptions updated for staff involved in customer service and billing delivery for Wai Hononga, consult if needed																												
734	Training delivered to NPDC staff involved in customer service and billing delivery for Wai Hononga																												
735	Training delivered to Wai Hononga staff involved in customer service and billing delivery for Wai Hononga (working with People workstream)																												
736	Day 1 detailed customer services and billing capabilities are designed and implemented																												
737	Customer charter, contracts and policies																												
738	Develop draft Customer Charter																												
739	Develop draft template Customer Contracts for commercial/large customers (with Strategy, Governance and Legal workstream)																												
740	Develop draft Rebates and Hardship Policy (Waiver Policy under LG (WS) Act)																												
741	Board approval Commercial Contract template																												
742	Board endorsement Customer Charter and Rebates and Hardship Policy for consultation																												
743	Customer consultation on the Customer Charter and Rebates and Hardship policy (alongside WSS)																												
744	Analyse feedback from consultation on the Customer Charter, and Rebates and Hardship policy																												
745	Update Customer Charter, and Rebates and Hardship policy to address accepted feedback from consultation																												
746	Board approval of NPDC interim Customer Charter, and Rebates and Hardship policy																												
747	Customer (interim NPDC) charter, contracts and policies are in place																												
748	Deliver customer billing																												
749	Support definition of requirements for billing and payment systems																												
750	Work with Finance workstream to develop invoicing template aligned to Wai Hononga brand guidelines and supply to print/invoicing provider																												
751	Support definition of mechanisms (with Finance & Commercial workstream) for determining customer billing amounts linked to WSS Yr 1 revenue forecast																												
752	Develop guidance and communication to support customers to understand their bills, pay them and raise queries																												
753	Test mock bills, billing, payment and pricing guidance and communications																												
754	Refine billing, pricing and payment guidance and communications after customer focus groups																												
755	Approve customer billing, pricing and payment guidance and communications																												
756	Support user acceptance testing of billing/payment systems and processes																												
757	Accurate and timely customer bills can be produced and customers know how to pay them (post WSS)																												

[illegible]

ID	Task Name	2027																											
		Jun '26	Jul '26	Aug '26	Sep '26	Oct '26	Nov '26	Dec '26	Jan '27	Feb '27	Mar '27	Apr '27	May '27	Jun '27	Jul '27	Aug '27	Sep '27	Oct '27	Nov '27	Dec '27	Jan '28	Feb '28	Mar '28	Apr '28	May '28	Jun '28	Jul '28	Aug '28	
789	Customer change impact assessments are completed for key customer groups, and individual large customers																												
790	Customer change impact management plans are developed and actions are included in workstream plans																												
791	Manage customer change impacts through communications and engagement																												
792	Customer change impacts are understood and managed																												
793	Wai Hononga brand identity																												
794	Define brand identity linked to organisational purpose, vision, values and strategic objectives																												
795	Develop brand guidelines including logo, colours, font, tone of voice and other rules																												
796	Approve Wai Hononga brand identity and guidelines																												
797	IP protections secured for name and logo																												
798	Identify and develop draft Wai Hononga document and communication templates aligned to brand guidelines																												
799	Develop processes and guidance for brand management																												
800	Approve processes and guidance for brand management																												
801	Develop branding design for head office, other sites, vehicles and uniforms																												
802	Approve branding design for head office, other sites, vehicles and uniforms																												
803	Support procurement of branding provider for head office, other sites, vehicles and uniforms																												
804	Manage acceptance of branding for head office, other sites, vehicles and uniforms																												
805	Wai Hononga brand identity is defined and implemented																												
806	Deliver Day 1 Communications and engagement capabilities																												
807	People accountabilities and capabilities (NPDC, Wai Hononga, third parties) are defined to support Day-1 communications and engagement																												
808	Define detailed system, data and reporting requirements to support comms and engagement functions and activities																												
809	Policies, processes and guidance developed for NPDC staff involved in comms and engagement delivery for Wai Hononga																												
810	Policies, processes and guidance developed for Wai Hononga staff involved in comms and engagement activities																												
811	Approve policies, processes and guidance for Wai Hononga staff involved in comms and engagement activities																												
812	Approve policies, processes and guidance for NPDC staff involved in comms and engagement activities																												
813	Position descriptions updated for staff involved in comms and engagement for Wai Hononga (consult if needed)																												
814	Service descriptions, service levels and measures are defined for NPDC comms and engagement for Wai Hononga																												
815	Service level agreement with NPDC for comms and engagement services is drafted (with Strategy, Governance and Legal workstream)																												
816	Service level agreement with NPDC for comms and engagement is drafted, including pricing model																												





ID	Task Name
883	Implement Day 1 OT changes
884	OT testing (if required)
885	IT for OT support arrangements in place
886	OT in place for Day 1
887	Deliver Day 1 Data & Reporting requirements
888	Specify day one reporting requirements (supported by workstreams)
889	Build Day 1 reports
890	Execute UAT for Day 1 reports (supported by workstreams)
891	Day 1 reports available
892	Day 1 Technology People Readiness
893	Define Day 1 people capability for Technology function
894	Recruit Day 1 resources
895	Day 1 technology resources in place
896	Service Agreement for Digital Technology Support Services
897	Confirm NPDC shared system and service arrangements for IT
898	SLAs negotiated with NPDC
899	Service Agreement finalised
900	Confirm shared service resourcing arrangements (if needed)
901	Develop Service Agreement processes and training for NPDC staff supporting shared services
902	Train NPDC and Wai Hononga staff
903	Support for Other Workstreams
904	Provide input for draft Year 1 Annual Budget (2027/28)
905	IT Policies
906	Confirm Wai Hononga IT policies
907	Draft Wai Hononga IT policies
908	Approve Wai Hononga IT policies
909	Wai Hononga IT policies in place
910	Cyber Security Capability Continious Improvement programme
911	Undertake a Cyber Security Assessment (Join onto NPDC's approach)
912	Develop a programme of continious improvement for BAU

Wai Hononga Water Services Limited

Draft Drug and Alcohol Policy

Location of Controlled Copies:	Electronic version is the only Controlled copy (ECM)
Approved By:	Wai Hononga Water Services Limited Board
Current version revision date:	V1.0
Review frequency:	Triennially
Next review:	

Table of Contents

1. Purpose	3	
2. Scope.....	3	
3. Principles	3	
Objectives to minimise drug and alcohol misuse	4	
4. Key definitions	4	
5. Policy Requirements.....	4	
5.1. Methods and standards	4	
5.2. Information	5	
5.3. Pre-employment screening for safety sensitive roles.	5	
5.4. Serious misconduct.....	5	
5.5. Informed consent	6	
5.6. Post incident/near miss.....	6	
5.7. Refusal to provide consent or undergo a drug and/or alcohol test	6	
5.8. Alcohol tests.....	6	
5.9. Drug test	6	
5.10. Action to be taken in the event of an initial non-negative test and confirmed positive test	7	
5.11. Searches.....	7	
5.12. Notification to Police	7	
5.13. Prescription / non-prescription legal drugs (employee).....	7	
5.14. Random testing	7	
5.15. Reasonable cause	8	
5.16. Testing – reasonable cause and post incident / near miss	8	
5.17. Health rehabilitation programme	9	
5.18. Voluntary rehabilitation	10	
6. Roles and responsibilities	10	
7. Approval and Review.....	11	
8. Appendix 1: Additional definitions.....	12	
9. Appendix 2 Testing cut off levels.....	13	
10. Appendix 3: Consent for drug testing & alcohol testing	14	
11. Appendix 4 Health rehabilitation contract	16	
12. Appendix 5 Guidelines for social functions	18	
13. Appendix 6 Safety sensitive roles	19	
14. Appendix 7 FAQ's.....	20	

1. Purpose

- 1.1. Wai Hononga Water Services Limited (Wai Hononga) is committed to providing an environment that is safe and healthy for everyone. The purpose of this policy is to ensure effective measures are in place to deal with any risks which may arise from drug and alcohol misuse in the workplace.

2. Scope

- 2.1. This Policy applies to all Wai Hononga employees who are required to participate in drug and alcohol testing for reasons of:
 - Pre-employment screening (defined roles outlined in Appendix 6).
 - A change of employment agreement depending on the nature of the new role (defined roles outlined in Appendix 6).
 - Reasonable cause.
 - Following a significant accident/incident or near miss.
 - Random testing (defined roles outlined in Appendix 6).
 - Testing at a client site to meet client requirements.
- 2.2. In these instances, oral fluid testing or urine testing is the applied method of drug testing by Wai Hononga. This is conducted in alignment with the requirements of the Australian/New Zealand AS/NZS 4760:2019 & AS/NZS 4308:2023 respectively.

3. Principles

- 3.1. Drug and alcohol use increases the potential for accidents, absenteeism, sub-standard performance and poor employee morale. The risks of personal injury/injury to others and damage to the environment, Wai Hononga assets and/or reputation are all increased by substance abuse. Such behaviour is in breach of Wai Hononga Health and Safety Policy and Code of Conduct and the following principles:
 - 3.1.1. The possession, storage or use of illegal drugs in the workplace is prohibited.
 - 3.1.2. Consumption of alcohol or drugs while conducting work is not permitted.
 - 3.1.3. Social events after normal working hours in Wai Hononga workplaces where consumption of alcohol has been authorised by a Senior Leadership Team member for your area, will be conducted in accordance with the guidelines stated in Appendix 4.
 - 3.1.4. Whilst at work, Wai Hononga employees shall be free of drugs that impact on their ability to safely do work.

3.2. Objectives to minimise drug and alcohol misuse

- 3.2.1. All employees will have knowledge of drug and alcohol testing which may be used.
- 3.2.2. All employees will have access to drug and alcohol awareness education.
- 3.2.3. Achieve openness in the reporting of drug and alcohol misuse in the workplace.

4. Key definitions

Drugs	The term “drugs” includes but is not limited to any drug that is listed in the schedules to the Misuse of Drugs Act 1975 as a controlled drug. Of particular concern are drugs which may cause impairment such as cannabis and hashish, opiates (such as heroin and morphine) cocaine and amphetamine type substances (such as speed, “P”, ecstasy, benzylpiperazine or “BZP”). Included in this definition are synthetic substances, whether illicit or legal, and that psycho-actively affect brain function, resulting in changes in perception, mood, consciousness, cognition, and behaviour.
Drug screening test(s)	Analysis of urine for the presence of drugs greater than the threshold levels as defined in the Australian/New Zealand AS/NZS 4308:2023. Analysis of oral fluids for the presence of drugs greater than the threshold levels as defined in the Australian/New Zealand AS/NZS 4760:2019
Alcohol	The term “alcohol” refers to any beverage that contains ethyl alcohol (ethanol), including but not limited to beer, wine and distilled spirits.
Occupational health Nurse / Representative	A registered nurse with expertise in occupational health who provides advice, assessment, monitoring and support in relation to work-related health risks, health monitoring, injury management and worker wellbeing. This function may be provided by a Wai Hononga employee or by an external provider engaged by Wai Hononga.

- 4.1. Additional definitions are included in Appendix 1.

5. Policy Requirements

5.1. Methods and standards

- 5.1.1. The methods and standards relating to the collection, detection, transportation and chain of custody of samples for drug testing purposes meet the requirements of international standards as defined by the Australian/New Zealand AS/NZS 4308:2023 (for urine samples) or Australian/New Zealand AS/NZS 4760:2019 (for oral fluid samples) or subsequent amendment and updates.
- 5.1.2. The methods and standards for alcohol screening require a breath alcohol screening device that complies with AS 3547:2019.

5.2. Information

- 5.2.1. Collection, storage or exchange of medical information concerning any drug or alcohol test will be in accordance with the requirements of the Privacy Act 2020 and the subsequent amendments and updates.
- 5.2.2. All information gathered as a result of testing and/or participation in Wai Hononga Drug and Alcohol Programme is collected for the purpose of implementing this Policy and achieving its objectives. The information will be held for the duration of the individual's employment with Wai Hononga.
- 5.2.3. The information will be held on the employee's medical file and / or Human Resources (HR) file. An employee shall be entitled to access their file, request correction of the information where appropriate.
- 5.2.4. The Occupational Health Nurse or their representative may disclose relevant information from a employee's file to the employee's Team Leader, in consultation with the employee.

5.3. Pre-employment screening for safety sensitive roles.

- 5.3.1. Application forms for defined positions of employment will include:
 - An explanation of the requirement of a pre-employment medical as a pre-requisite to employment.
 - A provision seeking consent for medical assessment including a drug and alcohol screening tests.
- 5.3.2. Refusal to undertake the screening tests will be sufficient grounds for discontinuing the employment process with the applicant.
- 5.3.3. Drug and alcohol screening tests will be a condition of an offer of employment for permanent employees (part-time or fulltime) and employees on a fixed-term agreement, in all roles defined in Appendix 6 within Wai Hononga, in order to control the risk of harm in the workplace.
- 5.3.4. Receipt of negative drug and alcohol test results are required prior to employment or transfer.
- 5.3.5. Where a confirmed positive drug or positive alcohol test is returned, no offer of employment will be confirmed and the applicant will be advised that the offer has been withdrawn due to failure to satisfactorily meet the pre-employment medical requirements. Any subsequent application for employment from the applicant that is received within six months from the date of the non-negative drug test will not be considered without the consent of the Chief Executive (CE).

5.4. Serious misconduct

- 5.4.1. Taking, selling, transferring or being in the possession, having a level of drugs and/or alcohol above the prescribed cut off levels under this policy or consuming drugs or alcohol at work during working hours (other than during authorised social occasions) is considered serious misconduct and employees will be subject to the disciplinary procedure outlined in the Code of Conduct.

5.5. Informed consent

- 5.5.1. All drug and/or alcohol testing will occur with the “informed consent” of the employee concerned. This requires that the employee is fully informed of why Wai Hononga are carrying out the testing, who receives the test results and the likely consequences should they refuse to participate. See the consent forms in Appendices 3 & 4.

5.6. Post incident/near miss

- 5.6.1. Wai Hononga employees whose performance and decision making could have contributed to an incident where there was actual or the potential for harm may be required to undergo a drug and/or alcohol test.
- 5.6.2. Post incident drug and alcohol tests must be conducted as soon as possible after the incident.

5.7. Refusal to provide consent or undergo a drug and/or alcohol test

- 5.7.1. An employee who refuses to provide consent or submit to a drug and/or alcohol test will be considered to have disobeyed a reasonably given instruction and be considered to have failed the drug and/or alcohol test.
- 5.7.2. Where a refusal to undergo a test occurs, an explanation for the refusal will be sought, and considered prior to moving the refusal to disciplinary processes.
- 5.7.3. Failure to comply with a request (without a plausible explanation or justification) for drug and /or alcohol testing will be just cause for a disciplinary investigation under the Code of Conduct.
- 5.7.4. Behaviour that constitutes a refusal to submit a test includes but is not limited to the following:
- Refusal to take a test.
 - Inability to provide sufficient quantities of breath or urine to be tested without a valid medical explanation.
 - Tampering with or attempting to adulterate the specimen or collection procedure.

5.8. Alcohol tests

- 5.8.1. A positive test is a test that returns a breath alcohol result $\geq 100\text{mcg/L}$ breath or 50mg /100ml blood.

5.9. Drug test

- 5.9.1. Drugs (Urine): A test is non-negative if the result is above the screening cut off levels for urine tests shown in Appendix 1. A test is confirmed positive if the laboratory analysis is above the confirmation test cut off levels for urine tests shown in Appendix 2.
- 5.9.2. Drugs (Oral Fluid): A test is non-negative if it is above the cut off levels defined in the screening test cut off levels for oral fluid testing shown in Appendix 2. For the avoidance of doubt, a test result above the screening test cut off levels for oral fluid testing must be sent away for laboratory testing.

5.10. Action to be taken in the event of an initial non-negative test and confirmed positive test

- 5.10.1. Wai Hononga employees who provide a non-negative test result for drugs and/or alcohol while at work may be removed from duty until a confirmed laboratory test is received. If removed from duty, the individual shall remain on full pay and be escorted to a safe location of their choosing.
- 5.10.2. If the confirmatory test is negative the individual will be reinstated.
- 5.10.3. If the confirmatory test is positive, the individual will be subject to investigation to identify the source of the positive result. Disciplinary proceeding shall be applied as appropriate.
- 5.10.4. A positive test is defined as exceeding the drug or alcohol threshold limited. Wai Hononga threshold limits are defined in Appendix 2.

5.11. Searches

- 5.11.1. Searches of Wai Hononga Worksites will be taken where Wai Hononga believes reasonable cause exists for this to be undertaken. Wai Hononga employees may also be asked for consent to searches of employee property held on a Wai Hononga Worksite where Wai Hononga believes by reasonable cause that an employee may have unauthorised drugs or alcohol within that property. Where consent to search is not provided, Wai Hononga may require that employee to undertake a drug and/or alcohol test on where there are additional reasonable cause indicators present. Where a search reveals the existence of unauthorised drugs, medicine or alcohol the employee(s) concerned will be subject to the appropriate disciplinary procedures.

5.12. Notification to Police

- 5.12.1. Where a search confirms an employee to be in the possession of an illegal drug, medicine or alcohol, Wai Hononga reserves the right to notify the Police. Any instance of drug-dealing or manufacture of drugs will be referred to the Police.

5.13. Prescription / non-prescription legal drugs (employee)

- 5.13.1. Employees who are taking prescription or non-prescription legal drugs that may affect their performance on the job must report such usage to their Team Leader or Occupational Health Nurse / Representative. Such drugs may be allowable, if they are consistent with safe performance of the employee's duties and are being used at the prescribed dosage. A fitness for work assessment may be undertaken by the Occupational Health Nurse. Use of such drugs must be declared to the tester prior to testing.
- 5.13.2. Prescription medication includes medical cannabis.
- 5.13.3. Where an employee is working on a client's site then the specific site requirements must be complied with.

5.14. Random testing

- 5.14.1. Wai Hononga employees in safety sensitive roles (refer Appendix 6) will be required to comply with random testing for drugs and alcohol, such tests may be taken at any time. Selection will be undertaken through an independent and genuinely random process,

ensuring all employees have an equal chance of selection. Testing will occur a minimum of twice per year.

5.14.2. Testing will be undertaken by an independent testing agency.

5.14.3. Site contacts will be nominated for each Wai Hononga Worksites and will be the first point of contact for the testing agency when they arrive. In the event that the site contact is required to be tested, they shall be tested first and supervised by the testing agency until the test is complete.

5.15. Reasonable cause

5.15.1. A drug and/or alcohol test will be conducted where at least two employees suspect, on reasonable cause criteria, that an employees behaviour or conduct suggests drugs or alcohol may be impacting on their work and/or the safety of themselves or others.

5.15.2. When assessing for reasonable cause there will usually be more than one indicator present (but only one indicator is needed to trigger grounds to test). Examples include (but are not limited to):

- **Observable behaviour:** Changes in behaviour such as erratic actions, confusion, aggression, emotional outbursts, or other unusual conduct that is out of character for the employee.
- **Physical signs:** Observable physical symptoms such as bloodshot eyes, slurred speech, dizziness, changes in appearance and hygiene, impaired motor skills, or the smell of alcohol or drugs.
- **Work performance:** A noticeable decline in work performance, including increased errors, decreased productivity, feigning sickness or emergencies as excuse for leaving work, consistent absences on Mondays and Fridays, excessive lateness or failure to meet deadlines.
- **Accidents/Near misses:** Involvement in workplace accidents or near misses that suggest impairment could be a factor. Involvement in many and various minor incidents.
- **Reliable reports:** Credible reports or complaints from co-workers, supervisors or clients about the employees' behaviours or suspected drug or alcohol use.

5.15.3. **Possession of substances:** Where a search of a Wai Hononga Worksite or employee's personal property indicates that an employee may have drugs and/or alcohol at a Wai Hononga Worksite, or where an employee refuses consent to search of their property.

5.15.4. The following requirements must be met:

- The decision to test should not be made on the basis of one employee's observations or comments alone. There should be evidence suggesting drug or alcohol use from at least two individuals. One of the individuals must be a Team Leader and at least one of the individuals involved in the decision to test must have undertaken Wai Hononga approved training in the identification of impaired behaviour.
- The employee should be offered the opportunity to explain any behaviour (in the presence of a representative, support person or union delegate) before a test is required, and this explanation shall be recorded in writing.

5.16. Testing – reasonable cause and post incident / near miss

- 5.16.1. The Team Leader will ensure that they or another Team Leader accompany the employee immediately to the doctor/ or qualified drug and alcohol tester or other external testing provider for the collection of a urine sample/oral fluid sample/breath test.
- 5.16.2. The Team Leader in consultation with HR shall record in writing the grounds on which the reasonable suspicion is based and provide a copy to the employee as soon as possible but within 24 hours of the observed behaviour.
- 5.16.3. Following the collection of a urine sample/oral fluid sample or breath test, in the case of a non-negative drug test or a positive alcohol breath test, the Team Leader will arrange for the employee to be taken to a safe location of the employee's choosing and stood down from work on pay until such time as confirmation of results/further investigation is undertaken.
- 5.16.4. A confirmed positive urine drug or positive alcohol test will result in a full and fair investigation including an interview with the employee. An explanation for a confirmed positive drug test result and/or positive alcohol test result will be sought. The interview will involve the employee, their Team Leader, HR representative, support person or union delegate if the employee wishes to have representation.
- 5.16.5. Depending on the severity of the circumstances surrounding the receipt of a confirmed positive drug test result or positive alcohol test result Wai Hononga will consider either:
 - Rehabilitation of the employee, random drug or alcohol testing, and disciplinary action up to and including a final written warning (usually the same length of the rehabilitation programme).
 - Disciplinary action up to and including dismissal.
 - Where a confirmed positive drug and/or alcohol test has been returned, Wai Hononga reserves the right to require an employee, in addition to, instead of, or as part of any disciplinary action, to participate in a rehabilitation programme and subsequent testing for up to six months following the failed test.
 - A second instance of a test that returns a confirmed positive drug test result or positive alcohol test result, outside of the rehabilitation programme parameters, will be dealt with as serious misconduct and may result in dismissal.

5.17. Health rehabilitation programme

- 5.17.1. A health rehabilitation programme will initially involve an assessment of the employee by an external third-party provider, the costs of which will be paid by Wai Hononga. Judgement will be made by Wai Hononga from the assessment as to the specific requirements of the rehabilitation programme. Rehabilitation may range from several counselling sessions to referral to external rehabilitation services.
- 5.17.2. In agreeing to a health rehabilitation programme, the employee will be required to sign a health rehabilitation contract that will include:
 - Acknowledgement of a confirmed positive drugs or positive alcohol test.
 - Commitment to comply with the terms and conditions of a Wai Hononga health rehabilitation contract.
 - Consent to follow-up random tests over a specified period.
 - Follow up tests as part of the health rehabilitation contract are carried out to determine the presence of any amount of drug (i.e. not cut-off levels) or alcohol.

- 5.17.3. In agreeing to a health rehabilitation programme, the employee will be required to sign consent for rehabilitation contract follow-up drug and alcohol testing.
- 5.17.4. Wai Hononga will fund an additional two sessions of counselling over and above the five Wai Hononga Employee Assistance Programme (EAP) sessions to provide additional support.
- 5.17.5. The employee will be required to use their appropriate leave entitlements for any absences for the duration of the health rehabilitation programme, if he/she/they wish to receive payment.
- 5.17.6. If funding and/or additional leave are required extra to the above specified provisions the Team Leader will make a recommendation to the Chief Executive as to what extent Wai Hononga will provide further funding or additional leave assistance.

5.18. Voluntary rehabilitation

- 5.18.1. Those who voluntarily seek assistance for substance abuse problems may utilise their entitlement in respect of approved sick leave to participate in a health rehabilitation programme without jeopardising their continued employment. Wai Hononga supports a goal of “total abstinence” for those diagnosed as substance dependent. Voluntary participation treatment programmes will not prevent disciplinary action for breaches of operating procedures that may already have occurred.
- 5.18.2. Entry and participation in EAP or a health rehabilitation programme will not adversely affect employment, and if an employee chooses to use the program they will not be discriminated against in any aspect of their employment because of their participation.

6. Roles and responsibilities

- 6.1. The Chief Executive is responsible for:
 - Regular review and approval of this policy.
 - Periodic reporting of programme outcomes.
 - Reporting to the Board any serious misconduct or health and safety incidents related to this policy.
 - Team leader training and impairment recognition.
- 6.2. Team Leaders are responsible for the day-to-day implementation of this policy and procedure in their areas of responsibility.
- 6.3. All Wai Hononga employees are:
 - Responsible for compliance with the requirements of this procedure.
 - To report to work fit and not with any level of drugs or alcohol above the prescribed cut-off levels under this policy. Will declare the use of any medications that may cause impairment whether obtained from a pharmacist, by medical prescription or otherwise.

7. Approval and Review

- 7.1. This policy will be reviewed every three years, or earlier if required due to legislative or operational changes.
- 7.2. Following initial approval by the Board, any subsequent updates will be approved by the CEO. The Board will be informed of any revisions through the CEO's report, which will outline the key changes.
- 7.3. As this policy forms part of employment terms and conditions, any amendments will be subject to consultation with employees and/or their representatives.

DRAFT

8. Appendix 1: Additional definitions

Wai Hononga Worksite	All land, buildings, facilities, premises and physical spaces owned, leased, licensed or otherwise occupied by Wai Hononga.
Chief Executive	Tier 1 manager
Functional Manager	Tier 2 manager – reports directly to the Chief Executive
Manager	Tier 3 manager – reports directly to the Functional Manager
Team Leader	Team Leader any level
Senior Leadership Team	Chief Executive and Functional Managers

9. Appendix 2: Testing cut off levels

9.1. Urine testing cut off levels according to AS/NZS 4308:2023

Compound	Screening test cut-off level (µg/L)	Confirmation - test cut-off level (µg/L)
Cannabis metabolites THC-COOH	50	15
Amphetamine type substances Amphetamine Methylamphetamine Methylenedioxymethylamphetamine Methylenedioxyamphetamine Benzylpiperazine Phentermine Ephedrine Pseudoephedrine	300	150 150 150 150 500 500 500 500
Cocaine Metabolites Ecgonine methyl ester Benzoylecgonine	300	150 150
Opiates Codeine Morphine 6-Acetylmorphine	300	300 300 10
Benzodiazepines Oxazepam Diazepam Temazepam Nordiazepam α-hydroxy-alprazolam 7-amino-clonazepam 7-amino-flunitrazepam 7-amino-nitrazepam	200	200 200 200 200 100 100 100 100

9.2. Oral fluid testing cut off levels according to AS/NZS4760:2019

Compound	Screening test cut-off level (ng/L)
Cannabinoids	15
Amphetamine type substances	50
Cocaine	50
Opiates	50
Oxycodone	40

10. Appendix 3: Consent for drug testing & alcohol testing

☐ Pre-employment

 ☐ Post accident/incident

 ☐ Reasonable cause

☐ Random

 ☐ Routine

 ☐ Follow-up

Name: _____

Date: _____

Wai Hononga Water Services Ltd Collection Site: _____

Photo ID: _____

DOB: _____

Phone: _____

Consent	Statement
	I consent to undergo a urine drug test/oral fluid drug test and/or a breath sample to be undertaken by a NZQA qualified collector with a certificate of competency as defined in the standard. I acknowledge this test is for the purpose of determining whether I have levels of illicit drug(s) or any misuse prescribed drugs present in my urine or oral fluid, or determining whether I have any level of alcohol in my breath (as defined by the Company policy) or at higher than or above, or otherwise within standard as defined by the Australian/New Zealand Standard AS/NZS 3547:2019.
	I understand that a urine specimen or an oral fluid sample may be collected, and the drugs being tested for are cannabinoids (THC), opiates, amphetamine type substances (including party pills with benzylpiperazine, or BZP), methamphetamine, benzodiazepines & cocaine.
	I understand that other illicit drugs (e.g. LSD, synthetic cannabinoids, cathinone derivatives, NBOMe), restricted party substances, prescription drugs or other mind-altering substances can also be tested for.
	I undertake to advise the qualified collector of any medication that I am taking. I also agree to provide the collector with verification of my identity (photo ID and signature) and a second unique identifier (e.g. full name and date of birth).
	I also certify that I will not adulterate or attempt to cheat either of the tests and that the information provided on the collection forms are true and correct.
	I consent to the confidential communication of the drug test(s) and alcohol breath test results to the designated Wai Hononga Representative. Any collection, storage or exchange of information concerning the drug test will be in accordance with the requirements of the Privacy Act 2020 and results will only be used for which they were obtained.
	If this test result is positive (non-negative) for any of the drugs listed above the company may request a confirmatory laboratory analysis and the sample will be sent to an accredited laboratory (IANZ). If the quality of the sample is suspect, I understand I will be informed and requested to provide an additional urine specimen also for forwarded to the laboratory for testing. This specimen will be taken in accordance with the relevant standard.
	I understand that a refusal to sign this form and undergo a drug test and/or a breath test may be treated by Wai Hononga under their disciplinary policy. I understand the return of any positive results at pre-employment may mean the job offered or applied for will not be confirmed or offered to me.

Declaration

I have read and understood the terms of this consent form and agree to undergo a drug and or an alcohol breath test.

Donor's Signature:

Date:

Informed consent is obtained, and testing was completed in accordance with AS/NZS 4308:2008 / 2023 by a NZQA Certified Collector:

Name of Collector:

Signature:

Results

Drug test results:

☐ Negative ☐ Non-Negative ☐ Retest required ☐ Sent to Lab

Alcohol breath test result:

☐ Negative ☐ Positive ☐ N/A

11. Appendix 4: Health rehabilitation contract

Health Rehabilitation Contract	
Name:	Date of Birth:
Address:	
I, acknowledge that on receipt of a non-negative urine screening drug test/alcohol breath test on _____ my continued employment with Wai Hononga Water Services Limited (Wai Hononga) is subject to the following terms and conditions.	
1. I am committed to full participation in the health rehabilitation programme with the Occupational Health Representative. I agree to attend all sessions, and complete the requirements specified by the programme. I authorise the Occupational Health Representative to release the following non-medical information to Wai Hononga my employer:	
a) Whether I have kept initial or subsequent appointments.	
b) Whether a course of treatment is recommended.	
c) Whether I am following the recommended course of treatment.	
d) A recommendation as to whether a return to work is appropriate at any given time.	
e) Whether I have completed the required course of treatment.	
2. I agree to undertake this programme outside of working hours where possible.	
3. I agree to use appropriate leave entitlements for any absences for the duration of the health rehabilitation programme where required during working hours.	
4. I agree to advise the Occupational Health Representative of any medication that I am currently administering.	
5. I agree to undertake up to six random drug tests/alcohol tests within the 12-month period to _____ (date). I agree to the release of the results of these tests to HR and my manager.	
6. I also agree to provide proof of identity, if requested, which may include my photograph so that the Wai Hononga can forward it to the medical professional undertaking the medical examination and drug test(s).	
7. I understand that if any random drug testing/alcohol test during my rehabilitation programme should return a non-negative drug result/exceeds alcohol breath cut-off levels, it will be dealt with under the disciplinary process of the Code of Conduct and may result in dismissal.	
8. I understand that a non-negative drug test/excessive breath alcohol test under the terms of this contract means that there need only be the presence of any amount of drug or metabolite (i.e. not cut-off levels) or alcohol detected.	

Wai Hononga
Water Services Ltd.

9. I understand that if I refuse to participate in, or fail to complete, Wai Hononga approved health rehabilitation programme it will be dealt with under the disciplinary process of the Code of Conduct and may result in dismissal.	
10. I acknowledge that the terms specified above are in addition to the terms and conditions of my current employment, and I agree to be bound by the conditions in both documents.	
11. I understand that any collection, storage or exchange of medical information concerning any random drugs test I undergo will be in accordance with the requirements of the Privacy Act 2020.	
I have read and understood the terms of this consent form. I also acknowledge that I have had reasonable opportunity to take legal advice before signing this form.	
Signature of employee:	Date:
Occupational Health Nurse/Representative:	
Witnessed:	Date:

12. Appendix 5: Guidelines for social functions

12.1. To assist in the planning and hosting of a company function where alcohol will be available:

- Have clear start and finish times for the function
- The use of alcohol is personal choice. No one should feel pressured to either drink or not drink. No one should feel uneasy or embarrassed because of their choice.
- Any employee consuming alcohol shall not be returning to or commencing work after the function.
- An adequate supply of non-alcoholic beverages including water is to be available.
- Food should be provided when alcohol beverages are being served.
- Minors are not served alcohol.
- Individuals who appear to be excessively intoxicated or impaired are not served alcohol.
- Responsible behaviour and good judgement are to be encouraged including sober driver support and pre-booking of travel arrangements.

13. Appendix 6: Safety sensitive roles

- 13.1. A Safety Sensitive Role is any role in which the duties, tasks, or work environment present a heightened risk of harm to employees or the public and where impaired performance, error, or inattention could result in serious injury, illness, fatality, or significant environmental or asset damage.
- 13.2. Safety Sensitive Roles include roles involving the operation of plant, vehicles or equipment; working with hazardous substances; performing construction, maintenance, or field operations; working at height or in confined spaces; or undertaking activities where there is limited supervision and a high reliance on individual judgement.
- 13.3. These roles require a higher level of fitness for work and risks associated with fatigue, drugs, alcohol or other impairment must be actively managed in accordance with Wai Hononga's obligations under the Health and Safety at Work Act 2015.
- 13.4. The below roles are considered to be Safety Sensitive Roles that require Drug and Alcohol Testing. Working for Wai Hononga, particularly in the roles below, involves risk requiring acute judgements and a clear state of mind.
- 13.5. Safety sensitive operational roles include:
- Pump station crew/drainage network
 - Water network team
 - Mechanical maintenance team
 - Laboratory team
 - Trade waste officer
 - Wastewater treatment team
 - Water treatment team
- 13.6. Other safety sensitive roles include:
- Asset Condition Inspectors

14. Appendix 7: FAQ's

Why update the Drug and Alcohol Policy?

To inform employees, of Wai Hononga's expectations and the management of drug and alcohol risk at Wai Hononga. This policy is one of our many tools to support health and wellbeing and the goal to prevent and reduce drug and alcohol related harm, inform and educate on the implications of alcohol and drugs use. To support those who seek help and ensure the organisations obligations and duty of care are met. To ensure the policy remains up to date with the AS/NZ4308:2023 standards.

Who does this policy apply to?

The policy applies to **ALL** employees who are required to participate in drug and alcohol testing for reasons of:

- A change of employment depending on the nature of the new role (if a defined safety sensitive role).
- Reasonable cause.
- Following a significant accident/incident or near miss.
- Random testing (applied to safety sensitive roles).

Why is prescription medication included in the policy?

All drugs can impact health, safety and wellbeing, and applies to prescription medication provided by your healthcare provider or purchased over the counter. It is important to use prescription medication as instructed, it is just as important to know if they may have an impact on your ability to safely do your work to the required standard. If you are unsure ask your healthcare provider or the NPDC Occupational Health Nurse and discuss with your Team Leader. Common effects include tiredness, fatigue, dizziness, drowsiness, diarrhoea, heart palpitations / irregular heartbeat, skin rash/hives, upset stomach, nausea and vomiting. More severe side effects include increased temperature, pain, tinnitus (ringing in the ears), nose bleeds and infection.

Prescription medication does include medical cannabis.

Saliva vs urine testing

Saliva testing (oral swab) and urine testing are both common methods for drug screening, but they have distinct differences in terms of detection windows, invasiveness and susceptibility to tampering. The key differences are:

Saliva testing

- Short detection window: Saliva tests are effective for detecting recent drug use, typically within the past 24-48 hours.
- Immediate detection: They can detect drugs almost immediately after use, making them more suitable for identifying current impairment.
- Non-invasive: Saliva collection is non-invasive and can be done under direct supervision without privacy concerns.

Urine testing

- Longer detection window: Urine tests can detect drug use over a longer period, ranging from a few days to several weeks, depending on the substance.
- Delayed detection: they are less effective for detecting very recent drug use (within the last few hours).
- Privacy concerns: supervised collection can be uncomfortable for individuals and unsupervised collection can lead to tampering.

If an individual presents an initial non-negative drug screening (oral swab) they will be asked to provide a urine sample to be sent away for confirmatory testing at an approved laboratory.

What is a non-negative, why not positive?

A non-negative result indicates that the initial screening test detected the presence of a substance, but it does not confirm the presence of the drug at levels that exceed the cut off limits. This result requires further confirmation through precise laboratory testing, and only once you have the results can this be called a 'positive' test.

Why is the limit for alcohol not zero?

A limit of 100mcg per litre of breath has been adopted, this is to acknowledge there is consumption of alcohol by staff at approved functions, events during work hours and sites and reflects the position of similar organisations and current legislative limits Land Transport Act 1998.

Why has random testing been included in the policy?

The Health and Safety at Work Act imposes an obligation to eliminate and minimise safety risks so far as is reasonably practicable. Impairment at work is recognised as a hazard and clearly impairment can be caused by intoxication from drugs or alcohol.

Following the guidance from the Taranaki Drug Detection Agency (TDDA) it was recommended that we include "random testing" for safety sensitive roles, to mitigate safety risks for example: staff operating heavy machinery, working at heights, handling hazardous chemicals, etc.

The unpredictability of random tests act as an effective deterrent against substance use compared to the one-off occurrence at pre-employment which only provides a snapshot at the time of hiring.

Does this include people that drive Wai Hononga vehicles?

No, it is illegal to drive if you are unable to drive safely due to the influence of drugs, including prescription medication that impairs your ability to drive.

There are legal breath alcohol limits stated by NZ Transport agency.

Those that drive Wai Hononga vehicles consistently in their day-to-day operations, are captured within the defined safety sensitive roles.

What is reasonable cause testing?

Reasonable cause testing may be undertaken when there is a justified reason to believe that an employee may be under the influence of drugs or alcohol while at work. Reasonable cause criterion must be observed by two people, one being experienced and approved in impairment assessment and supported by the Risk, Safety and Wellbeing Team, or their delegate prior to reasonable cause testing being undertaken.

A reasonable cause drug screening will be approached with empathy and Wai Hononga will seek to understand the behaviours of concern before undertaking a drug screening.

The reasonable cause criteria is established in accordance with legal guidelines and best practice from Worksafe New Zealand and Employment New Zealand.

What is the difference between influence and impairment?

Drugs and alcohol will have a degree of influence, physically and or psychologically. The degree of the influence is dependent on a number of factors; drug type, alcohol concentration, dose/volume, frequency; gender, age, size (weight), and health status all have an impact. Influence is measured using breath, saliva, urine, and blood samples (other forms of testing are available but not used at Wai Hononga) and show the presence of drug types in the body, alcohol present in exhaled breath. The drug and alcohol policy applies defined limits for positive or negative result.

Impairment is concerned with safety and risk. A medication causing dizziness may not impair in a sedentary position; the employee operating machinery such as vehicles, mowers, chainsaws or works at height may be impaired. Consider your role and the risk medications can have on your safety and that of those around you.

What is a safety sensitive role?

A safety sensitive role is a position in which an employee's impairment due to alcohol or drugs could significantly impact their ability to perform job duties safely, thereby posing a risk to themselves, their colleagues, or the public.

High-Risk Environments:

Jobs that involve working with heavy machinery, hazardous materials, heights, or in environments where safety is critical.

Wai Hononga Water Services Limited

Draft Code of Conduct

Location of Controlled Copies:	Electronic version is the only Controlled copy (ECM)
Approved By:	Wai Hononga Water Services Limited Board
Current version revision date:	V1.0
Review frequency:	Triennially
Next review	

DRAFT

Table of Contents

1. Purpose	4
2. Scope.....	4
3. Principles.....	4
3.1. Our values.....	4
4. Roles and responsibilities.....	5
4.1. Employees	5
4.2. Team Leaders.....	5
5. Policy requirements	6
5.1. Expectations of employees.....	6
6. Related documents	8
7. Approval and review	9
8. Appendices.....	9
9. Appendix 1: – Definitions.....	10
10. Appendix 2: – Code of conduct breaches	11
10.1. What is an alleged breach?.....	11
10.2. What triggers an investigation into an alleged breach?	11
10.3. Investigation process.....	11
10.4. Stand-down	12
10.5. Possible outcomes.....	12
10.6. Disciplinary Action	13
10.7. Examples of Misconduct and Serious Misconduct	13

1. Purpose

- 1.1. Wai Hononga Water Services Limited (Wai Hononga) is committed to providing a safe, healthy, respectful and inclusive workplace for everyone and we all have a part to play in this.
- 1.2. To support this the Code of Conduct outlines what's expected of us while carrying out our work. It provides clarity about what we should and shouldn't do at work and provides a baseline to keep each other accountable as well as to ensure fair and consistent treatment.

2. Scope

- 2.1. This policy applies to conduct of employees at work. For clarity, "at work" includes remote working.

3. Principles

3.1. Our values

- 3.1.1. Our values and behaviours will underpin our Code of Conduct, making it clear what behaviour is appropriate to guide our judgement, choices and actions. Underpinning the application of the values is a commitment to honouring Te Tiriti o Waitangi and working in partnership with Mana Whenua. The values outlined below may be updated by the Board, following engagement with staff.

3.1.2. Community first and focused

- 3.1.2.1. **What it means:** We exist to deliver safe, reliable water services to the communities we serve.
- 3.1.2.2. **Behaviour:** In all decisions we measure and test options against the value they will deliver for the communities we serve over time.

3.1.3. Intergenerational stewardship

- 3.1.3.1. **What it means:** We are responsible for long-lived assets and the natural environment we depend on. The decisions we make today will be felt by generations who follow.
- 3.1.3.2. **Behaviour:** We make decisions that reduce our negative impacts on our environment and take into account the social and economic impact on future generations.

3.1.4. Manaakitanga: Care for our people and those we serve

- 3.1.4.1. **What it means:** We treat our staff, our partners, and the people we serve with care and respect. The quality of our relationships is part of the quality of our service.
- 3.1.4.2. **Behaviour:** We treat every person we work with, with care and respect.

3.1.5. Achievement through integrity

- 3.1.5.1. **What it means:** We deliver what we have committed to delivering. When circumstances change, we communicate those changes early and explain what impact they have on our commitments.
- 3.1.5.2. **Behaviour:** We deliver results according to our Water Services Strategy and Annual Budget and communicate with honesty as we encounter challenges and change.

3.1.6. Courage to do the right thing

- 3.1.6.1. **What it means:** We are prepared to make and defend the hard calls, including the unpopular ones, when our legal and stewardship obligations and the evidence require it.
- 3.1.6.2. **Behaviour:** We make informed evidence-based decisions and communicate them honestly, even when they are unpopular.

- 3.2. By choosing to work for a public facing company like Wai Hononga, we commit to upholding high standards, not only through legislation, but by being accountable to our local community and each other. It is essential to remain impartial, fair and trustworthy, ensuring that integrity guides our actions, as Wai Hononga is responsible for making decisions for water supply and wastewater services on behalf of the local community.
- 3.3. In the course of our employment, we will often have to make judgements and decisions, sometimes in difficult or complex situations. In those situations, we should ask ourselves:
- 3.3.1. **Is my behaviour following the Code of Conduct, Wai Hononga policies and the law?** If the answer is “no”, ask for help from your Team Leader or Human Resources.
- 3.3.2. **Is my behaviour consistent with our Wai Hononga values and behaviours?** If the answer is “no”, ask for help from your Team Leader or Human Resources.
- 3.3.3. **Is my behaviour likely to harm my reputation or Wai Hononga’s reputation?** If the answer is “yes”, ask for help from your Team Leader or Human Resources.
- 3.3.4. **Is my behaviour likely to appear unethical or inappropriate to external stakeholders?** If the answer is “yes”, ask for help from your Team Leader or Human Resources.

4. Roles and responsibilities

4.1. Employees

- Act in good faith towards Wai Hononga.
- Comply with all lawful and reasonable instructions provided by Wai Hononga.
- Adhere to Wai Hononga policies, procedures and Code of Conduct.

4.2. Team Leaders

- Role model behaviour consistent with the Code of Conduct and Wai Hononga values.
 - Identify issues with any individual employee's behaviour or performance early and address it promptly.
 - Ensure employees understand the Code of Conduct and Wai Hononga policies.
 - Create an environment where employees are comfortable to speak up without fear of retaliation.
 - Take seriously any concern or breach allegation and follow the correct process to investigate the concern/breach.
 - Provide employees with regular and appropriate communication and feedback about expectations and work performance.
 - Demonstrate good employer principles and act in good faith towards our employees.
 - Ensure safe working conditions in accordance with health, safety and wellbeing policies.
- 4.3. In addition to our Code of Conduct, all employees are expected to comply with the laws and regulations of New Zealand at all times and work within the policies and procedures of Wai Hononga. Any alleged breach may be investigated as per the investigation process outlined in this Code of Conduct.

5. Policy requirements

5.1. Expectations of employees

- 5.1.1. Our relationship with Wai Hononga is mutually beneficial. We can expect that Wai Hononga will recognise our efforts, remunerate fairly, provide feedback and promote learning and development. The following outlines the expectations that apply to employees.

5.1.2. Having a voice:

- 5.1.2.1. We all have a part to play in making Wai Hononga a great place to work. An important part of this is recognising when we do things well, being honest about our mistakes and voicing our concerns when something is not right. It is important to make every effort to voice concerns and bring them to the attention of our company as soon as possible so there is an opportunity to resolve them.

5.1.3. Diversity and inclusion:

- 5.1.3.1. Our company and community are diverse. It is important for us all to value the diversity of everyone. We embrace and support our colleagues— regardless of who they are, and where are they from.

5.1.4. Professional standards and obligations:

- 5.1.4.1. It is important for us to act professionally and in the best interests of our company and comply with legal, professional, ethical and other relevant standards set out by our company and /or professional bodies. We are expected to support the Wai Hononga strategic direction, to be present at work as required, to maintain the required standards of performance, to adhere to Wai Hononga policies, standards and practice and to comply with all lawful and reasonable instructions.

5.1.5. **Representing Wai Hononga:**

- 5.1.6. Our actions can harm our company's reputation or put employees and those we provide a service to at risk. It is important that we are mindful of how we act in and outside of work; especially when we are identifiable as associated to Wai Hononga, whether that be by the uniform/branding we are wearing, or the vehicle we are driving.

5.1.7. **Social media:**

- 5.1.8. Social media is a great tool for appropriate communications. However, we should be mindful of what we post online as it could have unintended consequences such as potentially damaging our own or our company's reputation. It goes without saying that social media should not be used while at work (except on approved breaks) or while using Wai Hononga devices and or our systems. While Wai Hononga accepts that we may use social media in personal time, please consider that comments, reactions or content needs to be carefully considered so that it does not disparage or damage the reputation of other employees, Wai Hononga or New Plymouth District Council (NPDC).

- 5.1.9. Remember that if we have issues or concerns regarding the workplace or other employees, it is best to raise them through the appropriate channels rather than on social media. Unacceptable social media use by employees includes but is not limited to the following:

- Posting confidential company or customer information.
- Harassing or bullying colleagues.
- Discriminatory language or hate speech.
- Negative comments about Wai Hononga.
- Inappropriate or explicit content.
- Excessive personal use during working hours.

5.1.10. **Conflict of interest:**

- 5.1.11. Our integrity is important. It creates trust between our employees and the community. Conflicts of interest may arise when personal, social, financial or political activities interfere or conflict with work-related decisions and should always be disclosed immediately. Examples of conflict of interest include but are not limited to:

- Purchasing services or products on behalf of Wai Hononga from friends or family.
- Quoting services to friends or family.
- Offering preferential terms to a supplier or customer that results in a personal benefit.

- 5.1.12. It is important that any conflicts of interest are disclosed appropriately as outlined in the Conflict of Interest Policy.

5.1.13. **Technology use:**

- 5.1.14. Any Wai Hononga technology devices, tools or systems should be used safely, professionally and appropriately for the work we need to do. There may be times when we

need to respond to a personal call, message, or email during work time – but personal use of Wai Hononga technology should be occasional and limited.

5.1.15. Privacy and confidential information:

5.1.15.1. There are times when we may be responsible for collecting and protecting personal information and intellectual property. Employees must always comply with legal obligations under the Privacy Act 2020 when dealing with personal information.

5.1.16. Working safely, responsibly and reliably:

5.1.17. Safety is integral to what we do. Our employees' health, safety and wellbeing, and the safety of other stakeholders is important in everything we do. It is not just our physical safety that is important, but our psychological and emotional safety too. We are all responsible for keeping ourselves and others safe, and should speak up when something, physical or otherwise, is posing a risk.

5.1.18. Engagement with Board Members

- 5.1.18.1. Employees may in the course of our normal duties from time to time need to interact or communicate directly with the Board or individual Board members on organisational matters, with prior notification to the Chief Executive.
- 5.1.18.2. Where an employee considers it necessary to raise a matter directly with the Board without the Chief Executive's knowledge (for example, in exceptional circumstances), this must be done in accordance with approved escalation processes, such as the organisation's protected disclosures (whistleblowing) policy or other relevant procedures.
- 5.1.18.3. Nothing in this policy prevents employees from exercising their rights under applicable legislation, including the right to make a protected disclosure.

5.1.19. Council Controlled Organisation

- 5.1.19.1. Employees have the same right to contact NPDC Councillors as any member of the public. However, as Wai Hononga is an NPDC Council Controlled Organisation, such communication should be handled with appropriate sensitivity. Employees may privately discuss any matter with a Councillor, provided it does not relate to their own employment or work-related issues.
- 5.1.19.2. Employees are also entitled to receive the same information and level of detail that would be provided to a member of the public. Any correspondence to Councillors regarding official Wai Hononga business must be forwarded to the relevant member of the Senior Leadership Team for approval and action, unless the Senior Leadership Team member has delegated this responsibility.

6. Related documents

- Respect in The Workplace Policy

- Computing Environment User Agreement
- Problem Resolution Process
- Drug and Alcohol Policy
- Motor Vehicle Usage Policy
- Leave Policy
- Fraud or Corruption Policy
- Conflict of Interest Policy

7. Approval and review

- 7.1. This policy will be reviewed every three years, or earlier if required due to legislative or operational changes.

8. Appendices

- 8.1. Appendix 1: Definitions
- 8.2. Appendix 2: Code of Conduct Breaches

9. Appendix 1: – Definitions

Chief Executive	Tier 1 manager
Functional Manager	Tier 2 manager – reports directly to the Chief Executive
Manager	Tier 3 manager – reports directly to the Functional Manager
Team Leader	Team Leader any level
Senior Leadership Team	Chief Executive and Functional Managers
Human Resources	The organisational function responsible for the management of employment-related matters, including the recruitment, development, wellbeing, performance, and retention of employees, and ensuring compliance with applicable employment and workplace legislation. This function may be delivered by Wai Hononga employees or by New Plymouth District Council under an agreement for service.

10. Appendix 2: – Code of conduct breaches

10.1. What is an alleged breach?

- 10.1.1. If Wai Hononga is concerned that you may have breached the Code of Conduct or another of Wai Hononga policies or procedures, Wai Hononga may investigate its concerns in accordance with principles of good faith and natural justice.
- 10.1.2. The Team Leader, with the support of Human Resources (HR), will decide whether or not a formal approach is required. An informal approach should be used if it has not been tried before and could resolve the issue, or where the alleged behaviour or action does not appear to be significant.
- 10.1.3. If a formal approach is deemed appropriate, you will be given the opportunity to discuss and respond to the allegation as explained in the disciplinary process below.
- 10.1.4. A breach means that either misconduct or serious misconduct has occurred:
 - **Misconduct** – when something is done that may justify disciplinary action less than dismissal (however, repeated misconduct could result in dismissal)
 - **Serious Misconduct** – serious enough to jeopardise the employment relationship (loss of trust and confidence) and could result in dismissal.

10.2. What triggers an investigation into an alleged breach?

- 10.2.1. An alleged breach could be raised by anyone, and there are a variety of possible triggers, such as:
 - Internal complaint.
 - External complaint.
 - Concern raised.
 - Unsatisfactory performance improvement following a performance management process.
 - Behaviour issue.
 - Incident recorded.
- 10.2.2. Wai Hononga supports open and honest communication and encourages its people to ask questions, and report concerns to their leader. Wai Hononga will support anyone who, in good faith, discloses actual or suspected breaches or participates in an investigation subject to natural justice.
- 10.2.3. If employees are unsure about whether or not something meets the misconduct or serious misconduct definition, we should talk to our Team Leader in the first instance. Human Resources are also available to explain and interpret the Code of Conduct and answer any questions.

10.3. Investigation process

- 10.3.1. Before taking any action, the leader should thoroughly examine the case and determine if the Code of Conduct or a Wai Hononga policy has likely been breached and whether or not a formal process is required. The leader should consult with Human Resources to ensure a fair, prompt, and consistent process is followed.
- 10.3.2. All meetings that are part of the investigation process will have minutes taken. The employee subject to the allegation will also have an opportunity to have a support person and/or Union Representative present, and to have an explanation provided.

10.4. Stand-down

- 10.4.1. In some circumstances, management may need to consider temporarily suspending the employee from their duties while a full investigation is carried out on the grounds of safety, to facilitate an investigation, or to allow everyone concerned time to carefully consider their respective positions. A period of stand down should be the minimum duration necessary for a proper investigation.
- 10.4.2. Any such period of stand down will be on full pay, unless the period becomes protracted as a result of undue delay caused by the employee. Prior to suspension, the employee will be informed of the alleged misconduct and be given an opportunity to comment on the matter of the suspension before a decision is made on suspension. A stand down is not to be regarded as disciplinary measure in itself – it is merely a step in the investigation process.

10.5. Possible outcomes

- 10.5.1. The investigation process will result in either the alleged breach being unsubstantiated or substantiated.
- 10.5.2. If the alleged breach was unsubstantiated, no disciplinary action will be taken, however, depending on the circumstances, it may be appropriate to look at lessons from the situation and consider other action e.g. training, change in process, setting clear expectations, turn-around plan, holistic wellbeing plan etc.
- 10.5.3. If the alleged breach is substantiated, before deciding on the appropriate disciplinary action, it will be considered whether any mitigating factors are present to ensure the penalty is fair, such as:
- Knowledge (did they know the rules and requirements?)
 - Seriousness (how bad is the problem?)
 - Implications (importance of action or inaction on this matter)
 - Past practice (history in these cases)
 - Consistency (how have others been handled?)
 - Employee work history (good or bad?)
 - Frequency (how often have they infringed?)
 - Time span (how long since last incident?)
 - Personal circumstances (how would various penalties impact the employee?)

10.6. Disciplinary Action

10.6.1. Written warning

10.6.1.1. A written warning may be issued in cases:

- Of persistent poor performance.
- Where an instance of misconduct has occurred which is sufficiently serious to warrant disciplinary action.

10.6.1.2. A copy of the written warning will be given to the employee, with a copy placed on their personal file. Should no behaviour or performance problem occur within the following 12 months, the written warning will be deemed to have expired.

10.6.2. Final written warning

10.6.2.1. A final written warning will be issued in cases:

- Where persistent poor performance continues following a written warning, or
- Where another instance of misconduct occurs when the employee is already on a written warning, or
- Where the misconduct is sufficiently serious to warrant going straight to a final written warning.

10.6.2.2. A copy of the final written warning will be given to the employee, with another copy placed on their personal file. Should no further behaviour or performance problem occur within the following 12 months, the final written warning will be deemed to have expired.

10.6.3. Dismissal

10.6.3.1. Dismissal will be considered:

- Should written warning(s) have no effect, and the misconduct or substandard work performance continues, after following due process, a decision on whether or not to terminate the employee's employment may have to be made.
- If misconduct or continued substandard work performance has occurred, following the issuing of an earlier final written warning, then the action is likely to be termination by notice.
- If serious misconduct has occurred the appropriate outcome is dismissal or dismissal without notice.

10.7. Examples of Misconduct and Serious Misconduct

10.7.1. The following section provides examples of misconduct and serious misconduct, and is split into three categories – Working at Wai Hononga, Our People, Our Assets:

10.7.2. Working at Wai Hononga

10.7.2.1. Wai Hononga provides water supply and wastewater services to the community. Therefore, public scrutiny is high, so we need high standards of professional behaviour. We

also need to ensure the relationship between employees and the Board is clear and appropriate.

10.7.2.2. **Public facing company**

10.7.2.2.1. Examples of misconduct:

- Giving the impression that personal views are Wai Hononga views.
- Making unauthorised statements to the media or public about work related matters.
- Private communication with any Board member about employment or work-related issues.
- Private communication with NPDC Councillors about employment or work-related issues.
- Use of a Board member or the lobbying of Board members to influence managers or management decisions.
- Use of NPDC Councillors or the lobbying of NPDC Councillors to influence managers or management decisions.
- Public criticism of, or unauthorised comment, regarding a policy or decision that the employee was professionally involved in.

10.7.2.2.2. Examples of serious misconduct:

- Behaving disrespectfully to Wai Hononga customers and demonstrating behaviours that may negatively affect the reputation of Wai Hononga.
- Misuse, abuse or improper use of position or any delegated statutory powers or acting in excess of a delegated authority.
- Accessing personal or confidential information without authorisation or good cause.
- Posting disparaging statements about Wai Hononga, its employees, stakeholders on social media or otherwise publishing such statements.
- Refusal to follow a lawful and reasonable instruction.
- Withholding relevant information from the Board, or obstructing or delaying a decision, or attempting to undermine or improperly influence Wai Hononga policy.
- Using or disclosing commercially valuable information or knowledge outside of Wai Hononga, whether or not personal gain is involved.
- Stating a personal opinion in a media comment or a comment that negatively compromises Wai Hononga.
- Any action that brings Wai Hononga into disrepute, including private activities.
- Any action that jeopardises the Wai Hononga relationship with the Board, residents or the public, including private activities.

10.7.2.3. **Health, Safety and the Environment**

10.7.2.3.1. Examples of misconduct:

- Failure to observe safety rules/procedures or working/acting in an unsafe manner (this includes failing to report an incident or known hazard).

10.7.2.3.2. Examples of serious misconduct:

- Action causing injury to any other person(s), including, without limitation, violence/assault and also including threats or intimidation towards any other person(s).
- Taking, selling, transferring or being in possession or under the influence of drugs on Wai Hononga premises or at work during work hours (for definitions, please see the Drug and Alcohol Policy).
- Consuming or having a level of drug or alcohol in your system which exceeds the risk level in the Drug and Alcohol Policy at work during work hours (other than during authorised social occasions).
- Unsafe behaviour causing risk to yourself or any other person.
- Unauthorised carrying or possession of a firearm or weapon on Wai Hononga premises or during working hours.
- Negligence, incompetence or disobedience, which seriously jeopardises safety, property or the good conduct of Wai Hononga operations.

10.7.2.4. **Performance and Employment Obligations**

10.7.2.4.1. Examples of misconduct:

- Repeated failure to achieve stated objectives or required work standards.
- Deliberate avoidance of duties.
- Persistent absenteeism, lateness or poor timekeeping.
- Failure to complete stipulated hours of work or leaving the assigned place of work without permission or without good cause.
- Non-compliance to perform normal duties or to comply with the employers lawful and reasonable instruction(s) and policies as directed.
- Waste of time or material, lack of application to an assigned task, interfering with or preventing another employee from carrying out his/her work.
- Unauthorised personal recreational activity on the Wai Hononga premises or during work hours.
- Accepting gifts for services rendered without the prior, express written permission of the relevant leader.
- Failure to report privacy breaches or complaints.
- Deliberately sharing, or using personal information for another purpose than what it was collected for, without appropriate authority, or any violation of the Privacy Act 2020.

10.7.2.4.2. Examples of serious misconduct:

- Persistent refusal to perform normal duties or persistent refusal to comply with the lawful and reasonable instruction(s) of the employer.
- Unauthorised disclosure of confidential information or allowing or assisting unauthorised access to confidential information (either Wai Hononga information or personal information), or any other violation of the Local Government Official Information and Meetings Act 1987.
- Misrepresenting Wai Hononga for personal gain or seeking bribes or inducements

- Falsification of Wai Hononga documents or records, making false claims, declarations or reports.
- Failure to declare conflicts of interest or a relevant personal relationship.
- Fraud.
- Action causing injury to any other person(s), including, without limitation, violence/assault and also including threats or intimidation towards any other person(s).
- Taking, selling, transferring or being in possession or under the influence of drugs on Wai Hononga premises or at work during work hours (for definitions, please see the Drug and Alcohol Policy).
- Consuming or having a level of drug or alcohol in your system which exceeds the risk level in the Drug and Alcohol Policy at work during work hours (other than during authorised social occasions).
- Unsafe behaviour causing risk to yourself or any other person.
- Unauthorised carrying or possession of a firearm or weapon on Wai Hononga premises or during working hours.
- Negligence, incompetence or disobedience, which seriously jeopardises safety, property or the good conduct of Wai Hononga operations.

10.7.3. Our People

10.7.3.1. We continuously strive for a work environment in which our people are treated with respect and dignity, and this is free of harassment, bullying and discrimination.

10.7.3.2. Examples of misconduct:

- Interfering with, obstructing, or hindering the work performance of another employee.
- Disparaging comments, slurs, jokes.
- Irresponsible or unauthorised use of the property of any other person.
- Using abusive language or behaving in an offensive discourteous manner towards any other person on the Wai Hononga premises while engaged on Wai Hononga business (this includes, without limitation, the circulation of offensive notices, posters, graffiti, email, social media or text messages).

10.7.3.3. Examples of serious misconduct:

- Discrimination against any person on the grounds of gender, marital status, religion, race, colour, ethnic or national origin, disability, age, political opinion, employment status, family status or sexual orientation.
- Sexual or Racial Harassment, Stalking and Harassment, or bullying.
- Unwelcome sexual advances or remarks.
- Violence or threats to other employees, customers, clients or suppliers.
- Making malicious or unfounded allegations against other employees, customers or others in the workplace.
- Any action that is contrary to Te Tiriti o Waitangi principles of partnership, protection and participation particularly in relation to engagement with mana whenua iwi and hapu.

10.7.4. Our Assets

10.7.4.1. Wai Hononga's assets are all the resources we use to deliver the Wai Hononga's plans and policies. Everyone has a responsibility to protect Wai Hononga's assets. It's also important we are financially prudent and careful not to waste ratepayers' money. Assets can include (but are not limited to) physical, information, intellectual and financial assets.

10.7.4.2. Examples of misconduct:

- Irresponsible or unauthorised use of Wai Hononga assets.
- Using Wai Hononga resources or equipment for personal benefit.
- Breaching copyright.
- Sharing your username and passwords with other people.
- Using Wai Hononga equipment for online gambling or games.

10.7.4.3. Examples of serious misconduct:

- Being in unauthorised possession of, or wilfully damaging Wai Hononga property.
- Being in unauthorised possession of or wilfully damaging the property of any other person(s).
- Unauthorised copying of Wai Hononga and/or NPDC software for private purposes.
- A breach of the Wai Hononga's Computer User Agreement, or the introduction of any software data into Wai Hononga's and/or NPDC's computer network without prior permission from senior management.
- Illegal file sharing and downloading using the Wai Hononga's internet or email systems.
- Committing or participating in dishonesty against Wai Hononga, including (but not limited to) misappropriation of funds, submission of false expense claims, invoices or alteration or falsification of Wai Hononga records.
- Obtaining personal benefit from using Wai Hononga resources.
- Using Wai Hononga equipment and systems to view or distribute pornographic, obscene, offensive, defamatory, harassing or discriminatory content.
- Assisting any person to gain unauthorised access to Wai Hononga assets.

Wai Hononga Water Services Limited

Draft Motor Vehicle Usage Policy

Location of Controlled Copies:	Electronic version is the only Controlled copy (ECM)
Approved By:	Wai Hononga Water Services Limited Board
Current version revision date:	V1.0
Review frequency:	Triennially
Next review	

DRAFT

Table of Contents

1. Purpose	4
2. Scope	4
3. Principles.....	4
4. Policy requirements	4
4.1. Provision of vehicles	4
4.2. Global positioning system	6
4.3. Driver training	6
4.4. Driver conduct.....	7
4.5. Speeding in Wai Hononga vehicles.....	7
4.6. Infringement notices and fines.....	7
4.7. Driver complaints	7
4.8. Loss of driver's licence	8
5. Roles and responsibilities.....	9
6. Approval and Review	9
7. Appendix 1: Definitions	10

1. Purpose

- 1.1. The purpose of this policy is to set out the high-level requirements of vehicle use by Wai Hononga Water Services Limited (Wai Hononga) employees.

2. Scope

- 2.1. This policy applies to all Wai Hononga employees including Contingent Workers and contractors that use Wai Hononga vehicles.

3. Principles

- 3.1. Wai Hononga vehicles are provided where this is the most efficient and effective way to meet the transport and or operational needs of Wai Hononga. The type of vehicle will be determined by operational requirements. Vehicles will be allocated to operational teams or individual roles unless they are part of a general pool. A motor vehicle is attached to a particular position and not to a specific individual.
- 3.2. Wai Hononga vehicles may only be driven by a person who holds a valid licence for the specific type of vehicle being driven. As required by law, drivers must carry their licence with them when driving any Wai Hononga vehicle.

4. Policy requirements

4.1. Provision of vehicles

4.1.1. Criteria for Provision of a Wai Hononga vehicle

- 4.1.1.1. Criteria for determining the provision of a Wai Hononga operational vehicle is as follows:

- It would be most efficient/effective way to carry out the duties of the position i.e. an employee is required to be on-call on a regular / ongoing basis.
- Others in the team need regular access to a vehicle.
- At the Chief Executive's discretion.

- 4.1.1.2. If the position changes to one which may not require the allocation of a motor vehicle, Wai Hononga may withdraw that facility at any time.

4.1.2. Vehicle private use restriction

- 4.1.2.1. Where an employee has been allocated a Wai Hononga vehicle to undertake their role, one of the following three restrictions on private use will apply and form part of their employment agreement.

4.1.2.2. Required as part of role

4.1.2.2.1. Where a vehicle is required for work throughout the New Plymouth district and the employee spends minimal time based at a Wai Hononga site, they may be allocated a vehicle which can be taken home. The vehicle is for business purposes only and is not available for private use during the week or weekend, unless they are:

- travelling directly between home and work, or
- undertaking incidental travel while using the vehicle on Wai Hononga business.

4.1.2.2.2. These restrictions are necessary for fringe benefit tax compliance.

4.1.2.3. Overnight restriction

4.1.2.3.1. Where a vehicle is for use during the day only. The employee will collect the vehicle from a Wai Hononga site at the commencement of the working day and return it at the end of the working day.

4.1.2.3.2. If agreed in advance by their Chief Executive, and only for work-related reasons, they may take the vehicle home overnight. In these circumstances, fringe benefit tax will apply and be paid.

4.1.2.4. Standby

4.1.2.4.1. Where a vehicle is required for standby responsibilities, an employee may be allocated a Wai Hononga vehicle to take home during the standby period.

4.1.2.4.2. The vehicle is for business purposes only and is not available for private use unless they are:

- travelling directly between home and work, or
- undertaking incidental travel while using the vehicle on Wai Hononga business.

4.1.2.4.3. An exception applies to facilitative use of vehicles, where a vehicle is used to remain readily available to enable timely response to a call-out while on standby. Whether such use is justified will depend on the extent to which legislated and KPI response times would be increased if the vehicle were not immediately accessible (for example, where the employee is away from home and the vehicle is stored at home).

Wai Hononga Water Services Ltd.

4.1.2.4.4. As a general guide, where an employee is likely to be more than a 15-minute drive from home, use of the vehicle to reduce response time may be considered appropriate. However, each situation must be assessed on its own merits. Where such use is reasonably necessary to meet required response times, it will be regarded as acceptable use of a standby vehicle.

4.1.2.5. To ensure adherence, regular checks will be conducted on vehicle usage. During working hours when the vehicle is not required by the authorised user, it shall be available to other Wai Hononga personnel for Wai Hononga business.

4.1.2.6. There is to be no personal use of Wai Hononga vehicles unless expressly authorised by the Chief Executive.

4.2. Global positioning system

4.2.1. All Wai Hononga vehicles will be equipped with GPS tracking units. The purpose of the monitoring is as follows:

- Enhance safety for drivers and lone workers through accurate location data.
- Report on vehicle use (e.g. speeding, harsh acceleration, geo-fence breaches).
- Ensure compliance with company policies.
- Collect trip data for auditing and accident verification.
- Support legal and tax compliance (e.g., Road User Charges, Fringe Benefit Tax).
- Provide information for emergency response when incidents occur.

4.2.2. GPS data may include information such as speed, trip duration, and location. This data may be used for purposes including compliance with traffic regulations, troubleshooting operational issues, recovery of outstanding fines, detection of fraudulent activity, and protecting Wai Hononga against errors or criminal conduct, as well as ensuring compliance with this policy.

4.3. Driver training

4.3.1. All employees who are likely to utilise Wai Hononga vehicles more than six times per year (as determined by their manager) will be required to complete online driver training as a minimum, this is initiated at time of employment. This includes embedded contractors and/or Contingent Workers.

4.3.2. Defensive Driving / Practical assessment will be required for all staff assigned to a vehicle or operating a vehicle more than 15 days per calendar month. Employees will be identified by vehicle usage reports which are run monthly.

4.4. **Driver conduct**

- 4.4.1. Wai Hononga's Health and Safety policies and procedures apply when using Wai Hononga vehicles on Wai Hononga business. In addition, users of Wai Hononga vehicles must be conversant with the current traffic regulations and abide to all current New Zealand road laws. Traffic infringements and parking offences will be the responsibility of the driver concerned. If deemed necessary, drivers may face disciplinary action.

4.5. **Speeding in Wai Hononga vehicles**

- 4.5.1. Wai Hononga has a zero tolerance to speeding in Wai Hononga Vehicles. Wai Hononga will support all drivers by offering additional training to reduce their speeding events.
- 4.5.2. Any speed events (5km over the posted speed limit for longer than 10 seconds) are sent to Tier 2 Management monthly.
- 4.5.3. Driver behaviour where speeding occurs is defined by the following stages:
- Stage 1 - Drivers that incur more than five speed events in one month will be required to complete Speed Awareness Training, within five days of being allocated the training.
 - Stage 2 – Any driver, that is required to complete the Speed Awareness Training, and then has repeated speed events will have a meeting with their manager to discuss the implications of their speeding and set out clear expectations on driver behaviour.
 - Stage 3 – Any driver that continues to speed, the speeding events will be considered a breach of the Code of Conduct, and disciplinary action may result.
- 4.5.4. Wai Hononga has the right to change the description of a speed event (as per 4.5.2) at any time.

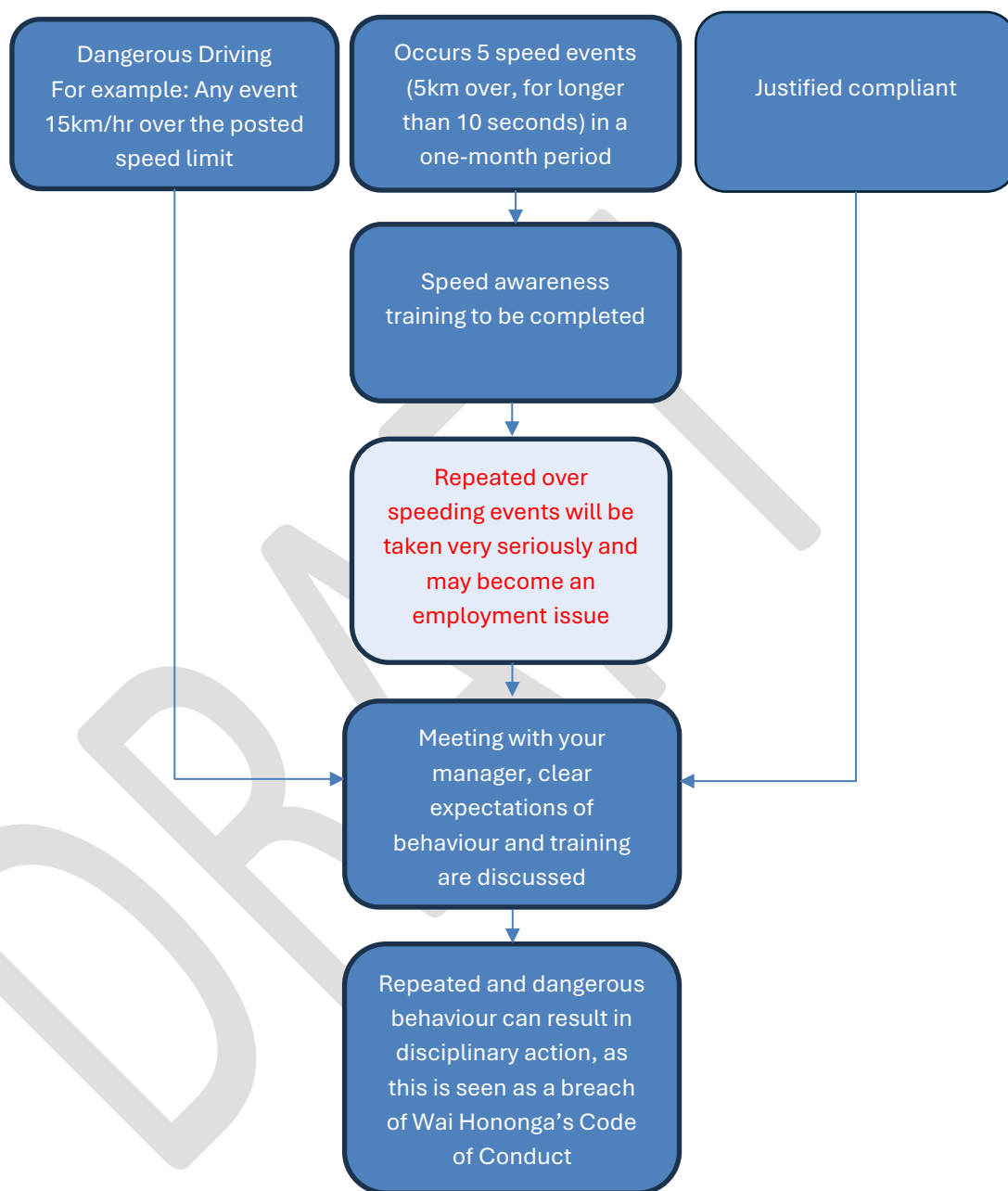
4.6. **Infringement notices and fines**

- 4.6.1. Driver Responsibility: Each driver is personally responsible for paying all fines related to driving offences and infringement notices, including parking and speeding.
- 4.6.2. Speed Camera Fines: The company will attempt to identify the driver responsible for any speed camera fines, but drivers are expected to voluntarily come forward if they know they were at fault.

4.7. **Driver complaints**

- 4.7.1. All driver complaints will be investigated by your manager. Your manager will discuss the complaint and determine whether there is a breach of the Code of Conduct, which may result in disciplinary action.

4.7.2. Summary of actions after events:



4.8. Loss of driver's licence

- 4.8.1. If you use a Wai Hononga vehicle as part of your normal work duties, it is your responsibility to notify your Team Leader in writing as soon as practicable after; the loss of your driver's license or an offence which could lead to the loss your driver's license. The notice should give a summary of the circumstances and should be made no more than five days after the loss or offence.

4.8.2. The employee in conjunction with their Team Leader will make a written submission to their Functional Manager outlining the following details:

- Duration of loss of licence (dates: from to).
- Schedule of normal work programmes, giving details of activities which would require a driver's licence
- A viable alternative work programme. This work programme would not be at any additional expense to the Council.
- Feasibility of applying for a work restricted licence. Any such application is to be the responsibility of the employee, and any expense incurred is the employee's responsibility.
- The practicality of a substitute driver.
- Any other information which may be relevant to the case.

4.8.3. This written submission is to be received by the Functional Manager, no later than five days after the notification of loss of licence.

4.8.4. The Chief Executive and Functional Manager shall consider all matters as set out in the submission.

4.8.5. The Chief Executive shall decide whether the employee may continue employment and if Wai Hononga will support a 'work restricted licence' application. Consideration may be given to requesting the employee to take Annual Leave or Special leave without pay until the 'work restricted licence' is granted by the court. In this case, reference should be made to the legal requirements of the Holidays Act 2003.

4.8.6. The decision of the Chief Executive shall be final and should be made known to the employee within one month of the original notification.

4.8.7. In no event, shall any person drive a Wai Hononga vehicle without a valid and current driver's license.

5. Roles and responsibilities

5.1. All users of Wai Hononga vehicles are responsible for ensuring that they have read this policy and adhere to it.

6. Approval and Review

6.1. This policy will be reviewed every three years, or earlier if required due to legislative or operational changes.

6.2. Following initial approval by the Board, any subsequent updates will be approved by the CEO. The Board will be informed of any revisions through the CEO's report, which will outline the key changes.

7. Appendix 1: Definitions

Chief Executive	Tier 1 manager
Functional Manager	Tier 2 manager – reports directly to the Chief Executive
Manager	Tier 3 manager – reports directly to the Functional Manager
Team Leader	Team Leader any level
Senior Leadership Team	Chief Executive and Functional Managers

Wai Hononga Water Services Limited

Draft Health, Safety and Wellbeing Policy Statement

Location of Controlled Copies:	Electronic version is the only Controlled copy (ECM)
Approved By:	Wai Hononga Water Services Limited
Current version revision date:	V 1.0
Review frequency:	Triennially
Next review	

Table of Contents

1. Purpose	3
2. Scope.....	3
3. Principles.....	3
4. Key definitions	3
5. Policy Requirements	5
6. Roles and responsibilities.....	5
6.1. Person Conducting a Business or Undertaking (PCBU).....	5
6.2. Wai Hononga Board.....	5
6.3. Chief Executive	6
6.4. Senior Leadership Team	6
6.5. Team Leaders.....	7
6.6. Our People	7
6.7. Wai Hononga Health and Safety Representatives.....	7
6.8. New Plymouth District Council's Health, Safety and Wellbeing Team	7
6.9. Persons engaged by Wai Hononga to Conduct a Business or Undertaking.....	8
6.10. Our Visitors	9
7. Related Documents – legislative and regulatory references	9
8. Approval and Review	9
9. Appendix 1: Additional definitions.....	10
10. Appendix 2: Health, Safety and Wellbeing Policy Statement	11

1. Purpose

- 1.1. The purpose of this policy is to document Wai Hononga Water Services Limited's (Wai Hononga) commitment to and responsibility for ensuring the health and safety and wellbeing of its workers, contractors, customers and community. It outlines Health, Safety and Wellbeing governance, including leadership expectations, accountabilities, and system oversight to ensure legal compliance and continuous improvement.

2. Scope

- 2.1. This policy applies to Wai Hononga:
- employees;
 - Board of Directors;
 - contractors; and
 - visitors.
- 2.2. Further information on the role and responsibilities of each party is included in Section 6.
- 2.3. The Health and Safety Commitment by Wai Hononga is attached in Appendix 2.

3. Principles

- 3.1. We put our people first by keeping them safe at work so they return home safely each day. We support the wellbeing of our people, our community and the environment in which we live and work.
- 3.2. We ensure that all work activities are carried out safely, with all reasonably practicable measures taken to eliminate or minimise risks to the health, safety, and wellbeing of workers, contractors, visitors, and any other persons who may be affected by our operations.
- 3.3. We are committed to ensuring we comply with the relevant legislation, regulations, applicable codes of practice and AUS/NZ standards.
- 3.4. We foster a culture of continuous learning and improvement by reviewing our performance and strengthening our health, safety, and wellbeing practices to achieve our goals and objectives.
- 3.5. We prioritise the management of critical risks that could result in fatality, serious injury, serious illness or other significant harm.

4. Key definitions

Officer	Has the meaning given in the Health and Safety at Work Act 2015 which includes: any person occupying a position in relation to the business or undertaking that allows the person to exercise significant influence over the management of the business or
----------------	--

Wai Hononga
Water Services Ltd.

	undertaking. This includes Wai Hononga Directors, Chief Executive and Functional Managers.
Person	Has the meaning given in the Health and Safety at Work Act 2015, includes the Crown, a corporation sole, and a body of persons, whether corporate or unincorporate
PCBU	Is a person conducting a business or undertaking, whether alone or with others, and whether or not for profit
Worker	Is a person who carries out work in any capacity for a PCBU, including work as: • an employee • a contractor or subcontractor • an employee of a contractor or subcontractor • an employee of a labour hire company assigned to work for a PCBU • an outworker (including homeworkers) • an apprentice or trainee • a person gaining work experience or undertaking a work trial • a volunteer worker; and • if the PCBU is an individual, the PCBU themselves when carrying out work in that business or undertaking.
Workplace	Is a place where work is being carried out, or is customarily carried out, for a business or undertaking; and includes any place where a worker goes, or is likely to be, while at work.
Reasonably practicable	Is that which is, or was, at a particular time, reasonably able to be done in relation to ensuring health and safety, taking into account and weighing up all relevant matters.
Notifiable Event	Is any of the following events that arise from work: • the death of a person; or • a notifiable injury or illness; or • a notifiable incident.
Notifiable injury or illness	Has the meaning given in section 23 of the Health and Safety at Work Act 2015 and includes specified serious injuries and illnesses, injuries or illnesses requiring immediate hospital treatment, certain serious infections and exposure-related conditions, and any injury or illness prescribed as notifiable by regulations.
Notifiable incident	Has the meaning given in section 24 of the Health and Safety at Work Act 2015 and means an unplanned or uncontrolled incident in relation to a workplace that exposes a worker or any other person to a serious risk to their health or safety arising from an immediate or imminent exposure to a hazard, whether or not anyone is injured.
Health and Safety Representative	A worker who has been elected by the members of a work group to represent them on health and safety matters and to support worker engagement, participation and representation in accordance with the Health and Safety at Work Act 2015 and the

	Health and Safety at Work (Worker Engagement, Participation, and Representation) Regulations 2016.
--	--

4.1. Additional definitions are included in Appendix 1.

5. Policy Requirements

5.1. Wai Hononga must ensure responsibilities under the Health & Safety at Work Act 2015 and all relevant legislation are met, these include our responsibilities to:

- Ensure, so far as is reasonably practicable to provide and maintain a safe working environment.
- Provide ways to consult with our workers, to ensure they are informed about and involved in health, safety and wellbeing across Wai Hononga.
- Provide information, instruction, training and supervision to make sure that our workers are safe from injury and/or risks to their health, safety & wellbeing.
- Identify and manage hazards and risks within our workplaces, including critical risks that have the potential to cause fatality, serious injury or serious illness.
- Monitor and verify effectiveness of critical risk controls.
- Provide the time for our workers to plan their work for completion in a healthy and safe manner.
- Ensure, so far as is reasonably practicable to provide and maintain plant and substances in a safe condition.
- Ensure, so far as is reasonably practicable to provide and maintain facilities for the welfare of all our workers.
- Establish, maintain, test and review emergency procedures and response plans.
- Undertake health monitoring and exposure monitoring where required by legislation.
- Identify, notify, investigate and learn from notifiable events.
- Maintain effective worker engagement and participation practices.

6. Roles and responsibilities

6.1. Person Conducting a Business or Undertaking (PCBU)

- Provide a healthy and safe workplace.
- Ensure compliance with the Health and Safety at Work Act 2015 and associated regulations.
- Ensure health, safety and wellbeing issues at Wai Hononga are effectively addressed.
- Promote excellence in health, safety and wellbeing leadership and management.
- Participate in the review and development of Wai Hononga health, safety & wellbeing management system.
- Encourage an organisational culture in which health and safety is given a high profile.

6.2. Wai Hononga Board

6.2.1. The Board provides governance oversight.

- Exercise Officer due diligence under the Health and Safety at Work Act 2015 through governance oversight, including setting expectations and seeking assurance that effective health and safety systems are in place.
- Set health and safety expectations and risk appetite.
- Receive regular assurance reporting regarding critical risks and effectiveness of controls.
- Reasonable understanding of the nature of Wai Hononga and its hazards and risks.
- Review serious incidents, notifiable events, and emerging risks.
- Keep up-to-date with health and safety matters.

6.3. Chief Executive

6.3.1. The Chief Executive is accountable for operational implementation of health and safety management systems.

- Discharging Officer responsibilities under the Health and Safety at Work Act 2015 by leading and ensuring the effective implementation of systems and controls to meet legislative health and safety obligations as a PCBU.
- Ensuring this policy and associated systems are implemented, embedded, and operationally executed across the organisation.
- Integrating health and safety considerations into organisational strategy, planning, and operational decision-making.
- Identify critical risks and promote a safety by design approach to address them.
- Oversee the Critical Risk Programme.
- Ensure assurance activities are undertaken to verify effectiveness of critical control
- Ensure Wai Hononga has competent leaders, appropriate resources and processes to eliminate and/or minimise hazards and risk.
- Ensure there are processes for complying with any duty and that these are implemented.
- Ensure there are appropriate reporting and investigation processes in place.
- Verify that these resources and processes are in place and effective.
- Providing accurate and timely reporting to the Board.

6.4. Senior Leadership Team

- Owning and managing critical health and safety risks within their portfolios.
- Ensure implementation of health, safety and wellbeing policies and procedures.
- Implement consultation processes to ensure consultation with workers about matters that affect health, safety and wellbeing.
- Support occupational health initiatives and return to work programs.
- Encourage an organisational culture in which health and safety is given a high profile.
- Promote excellence in health, safety and wellbeing leadership and management.
- Ensure organisational HSW goals and objectives are developed, reviewed and completed.
- Participate in the review and development of Wai Hononga health, safety & wellbeing management system.
- Ensure thorough hazard and risk management practices are in place and control measures are effective.

6.5. **Team Leaders**

- Promote excellence in leadership in health, safety, and wellbeing (HSW), including supporting the achievement of organisational HSW goals and continuous improvement.
- Implement HSW policies, procedures, and systems, and contribute to their ongoing review and development.
- Ensure workers are appropriately inducted, trained, and supervised, and maintain their own HSW capability through required training.
- Engage with workers and Health and Safety Representatives (HSRs), including consultation on HSW matters and providing HSRs with appropriate time and resources.
- Support worker wellbeing initiatives, including occupational health programmes and return-to-work processes.
- Manage risks by ensuring hazards are identified and controlled in consultation with workers and HSRs, investigate incidents and near misses, implement corrective actions, and escalate issues to the Senior Leadership Team (SLT) where they cannot be managed at team level or may impact the wider organisation.
- Ensure appropriate emergency procedures are in place, maintained, and practised where necessary.

6.6. **Our People**

- Take reasonable care for their own health and safety and that of their workmates.
- Undergo induction and health and safety related training throughout employment.
- Follow health, safety & wellbeing policy and procedures.
- Report incidents, near misses and hazards.
- Participate in incident investigation and risk management activities.
- Ensure the correct use of personal protective equipment.
- Co-operate with their leaders to achieve a workplace that promotes health, safety and wellbeing.
- Report any identified risks and hazards in the Wai Hononga hazard and risk register.
- **Stop work if you feel unsafe.**

6.7. **Wai Hononga Health and Safety Representatives**

- Be an active member (by contributing and participating) in your HSR focus group and hui committee.
- Effectively communicate the matters discussed and the issues raised by the focus group to your workgroups.
- Be proactive in maintaining a healthy and safe workplace.
- Encourage the timely and accurate reporting of incidents and hazards.
- Assist team members with reporting, investigations, audits and safety conversations.
- Facilitate increased involvement by workers and their representatives in health and safety matters.
- Act as a resource for information on health and safety matters.

6.8. **New Plymouth District Council's Health, Safety and Wellbeing Team**

6.8.1. Health, safety and wellbeing expertise, training, support and systems are to be provided to Wai Hononga by NPDC's Health, Safety and Wellbeing Team under a Service Level Agreement including, but not limited to, the following services:

- Develop, implement, and oversee health and safety policies, procedures, and operational controls.
- Monitor compliance with statutory obligations and organisational H&S requirements.
- Provide expert advice and guidance to the Wai Hononga SLT, managers, and teams on health and safety risks, controls, and improvements.
- Support Wai Hononga leadership and workers to embed H&S practices into everyday operations and decision-making.
- Coordinate risk assessments, incident investigations, and corrective actions, ensuring learnings are shared across the organisation.
- Facilitate worker engagement, participation, and training programs to build capability and safety culture.
- Collaborate with Wai Hononga health and safety representatives and other PCBUs where appropriate, while maintaining Wai Hononga ultimate accountability.

6.9. **Persons engaged by Wai Hononga to Conduct a Business or Undertaking**

6.9.1. Where Wai Hononga engages other Persons Conducting a Business or Undertaking (PCBUs), including contractors and service providers, each PCBU retains its own duties and obligations under the Health and Safety at Work Act 2015. Other PCBUs are responsible for:

- Discharge their duties as a PCBU under the Health and Safety at Work Act 2015, including ensuring, so far as is reasonably practicable, the health and safety of their workers and others affected by their activities.
- Identify and manage risks arising from their work, including implementing and maintaining effective controls within their scope of responsibility.
- Consult, cooperate with and coordinate activities with all other PCBUs where shared or overlapping duties exist.
- Ensure workers are suitably qualified, competent, trained, supervised, and fit for work, and that safe systems of work are established and followed.
- Provide and maintain safe plant, equipment, tools, and substances used in service delivery.
- Report incidents, near misses, and notifiable events, participate in investigations and assurance activities, and implement corrective actions within their control.
- Engage workers in health and safety matters and comply with Wai Hononga's health and safety requirements, site rules, and interface arrangements as specified in contracts and agreed protocols.
- Understand what a notifiable event is and report notifiable events as soon as possible to WorkSafe and Wai Hononga.
- Keep their work area safe, healthy and secure and following the site safety plan.
- Report through Wai Hononga's monthly health and safety reporting, or through another alternate approved reporting template.

6.10. Our Visitors

- 6.10.1. Visitors to Wai Hononga worksites will participate in H&S site inductions as required and follow the instructions of the PCBU including wearing the required PPE, signing in when entering the site and reporting accidents/incidents and near misses.

7. Related Documents – legislative and regulatory references

- Health & Safety at Work Act 2015
- Health & Safety at Work (General Risk & Workplace Management) Regulations 2016
- Health and Safety at Work (Worker Engagement, Participation, and Representation) Regulations 2016
- Health and Safety at Work (Hazardous Substances) Regulations 2017
- Health and Safety at Work (Asbestos) Regulations 2016

8. Approval and Review

- 8.1. This policy will be reviewed every three years, or earlier if required due to legislative or operational changes. Subsequent revisions of this policy must be approved by the Board.

9. Appendix 1: Additional definitions

Chief Executive	Tier 1 manager
Functional Manager	Tier 2 manager – reports directly to the Chief Executive
Manager	Tier 3 manager – reports directly to the Functional Manager
Team Leader	Team Leader any level
Senior Leadership Team	Chief Executive and Functional Managers

10. Appendix 2: Health, Safety and Wellbeing Policy Statement

DRAFT

Health, Safety and Wellbeing Policy Statement

Foundation

We put our people first by keeping them safe at work so they return home safely each day. We support the wellbeing of our people, our community and the environment in which we live and work.

Commitment

We ensure that all work activities are carried out safely, with all reasonably practicable measures taken to eliminate or minimise risks to the health, safety, and wellbeing of workers, contractors, visitors, and any other persons who may be affected by our operations.

We foster a culture of continuous learning and improvement by reviewing our performance and strengthening our health, safety, and wellbeing practices to achieve our goals and objectives.

Responsibilities

People	Leadership	Wai Hononga Board
Look out for their own and their colleague's health, safety & wellbeing. Participate in hazard identification and risk reduction. Follow reasonable directions given in relation to health, safety & wellbeing.	Provide a safe work environment for our people, contractors, volunteers & visitors. Consult with our people on health, safety & wellbeing issues. Provide the necessary training and supervision to our people.	Keep up to date with health and safety matters. Understand Wai Hononga's operations and critical risks. Ensure resources and processes are available and used. Ensure legal compliance systems are effective. Verify health and safety systems are functioning.

Pinnacle HSMS (Health and Safety Management System) provides the tools and processes to support the implementation and delivery of this policy.

Signed: _____
 Chair Wai Hononga Water Services Limited

Wai Hononga Water Services Limited

Draft Asset Management Policy

Location of Controlled Copies:	Electronic version is the only Controlled copy (ECM)
Approved By:	Wai Hononga Water Services Limited Board
Current version revision date:	V0.1
Review frequency:	Triennially,
Next review:	

DRAFT

Table of Contents

1. Purpose	4
2. Scope.....	4
3. Principles	4
4. Definitions	4
5. Policy Requirements.....	5
5.8. Asset Categorisation and Identification.....	5
6. Roles and responsibilities	5
7. Related Documents	6
8. Approval and Review.....	6

1. Purpose

- 1.1. The purpose of this Asset Management Policy is to provide a framework for the sustainable management of the assets of Wai Hononga, ensuring they deliver effective and efficient services to the community. This policy aims to demonstrate improved asset management maturity in accordance with the global standard for asset management, ISO 55000

2. Scope

- 2.1. This policy applies to all physical assets owned or managed by Wai Hononga.

3. Principles

- 3.1. Wai Hononga is committed to managing its assets to maximise community value by delivering resilient, efficient and reliable services ensuring assets are planned, maintained and renewed to support current and future generations.
- 3.2. This policy sets the principles for consistent, informed and accountable asset management decisions.
- 3.2.1. **Resilience:** Assets are planned and managed to withstand, adapt to, and recover from disruption, while sustaining service delivery and supporting the well-being of current and future generations.
- 3.2.2. **Value for Money:** Asset management decisions are made to achieve best value for the community, balancing whole-of-life costs, performance, and service outcomes.
- 3.2.3. **Risk Management:** Asset-related risks are systematically identified, assessed, and managed, with regular review and continuous improvement actions in place.
- 3.2.4. **Compliance:** Asset management practices comply with all relevant legislation, standards, and regulatory requirements.
- 3.2.5. **Accountability:** Roles, responsibilities, and decision-making authority for asset management are clearly defined, enabling transparent and accountable management to Wai Hononga, staff, and stakeholders.

4. Definitions

Asset	Any item of economic value owned or controlled by Wai Hononga, including infrastructure, buildings, equipment, and land.
--------------	--

Lifecycle Management	The process of managing the entire lifecycle of an asset from acquisition, operations, maintenance, renewal and disposal.
Risk Management	The systematic identification, assessment, and mitigation of risks associated with asset management.
Asset Management Activities	These are performed in accordance with the Strategic Asset Management Plan.

5. Policy Requirements

- 5.1. **Asset Inventory:** Maintain an accurate and up-to-date inventory of all Wai Hononga assets.
- 5.2. **Asset Condition Assessment:** Regularly assess the condition of assets as defined by the condition assessment inspection plan to inform maintenance and renewal decisions.
- 5.3. **Lifecycle Management:** Implement lifecycle management practices to optimise the costs and performance of assets from acquisition to disposal.
- 5.4. **Capital Planning:** Develop and implement a long-term capital planning process that prioritises investment in assets based on strategic needs and available resources.
- 5.5. **Maintenance Planning:** Establish a proactive maintenance planning process to ensure assets are kept in optimal condition and service interruptions are minimised.
- 5.6. **Performance Monitoring:** Monitor and report on asset performance to ensure they meet the required levels of service.
- 5.7. **Community Engagement:** Engage with the community to understand their needs and expectations regarding asset management and incorporate their feedback into planning and decision-making.
- 5.8. **Asset Categorisation and Identification**
 - 5.8.1. Wai Hononga assets will be categorised based in their type, function, location in the asset information systems and be available in GIS for operations and public awareness.
 - 5.8.2. Each asset is assigned a unique identified (asset number) within the asset information system for tracking, management and reporting.

6. Roles and responsibilities

- 6.1. The Chief Executive is responsible for the overall implementation of this policy.

- 6.2. Asset owners, as defined in the Strategic Asset Management Plan, are responsible for the principles outlined in this policy.
- 6.3. All Wai Hononga staff pertaining to the lifecycle of an asset are responsible for adhering to asset management procedures and guidelines.

7. Related Documents

- Strategic Asset Management Plan 2026
- Wastewater Asset Management Plan 2026
- Water Supply Asset Management Plan 2026

8. Approval and Review

- 8.1. This policy will be reviewed every three years, or earlier if required due to legislative or operational changes.

Wai Hononga Water Services Limited

Draft Significance and Engagement Policy

Location of Controlled Copies:	Electronic version is the only Controlled copy (ECM)
Approved By:	
Current version revision date:	V1.2
Review frequency:	Triennially

Draft

Table of Contents

1. Purpose	5
2. Scope	5
3. Decision-Making Process	6
4. Contribution to decision-making processes by mana whenua, hapū and iwi.....	7
5. Determining Significance.....	8
5.5. Water services strategy	8
5.6. Significant contracts	9
5.7. Joint water services provider arrangements.....	9
6. Consideration of engagement and consultation.....	12
6.4. Local Government (Water Services) Act 2025	12
6.5. Statement of Shareholder Expectations	12
6.6. Community Expectations	12
7. Strategic water services assets	13
8. Approval and Review	14
9. Appendix 1: Community engagement guide.....	15
9.4. When Engagement May Not Occur	15
9.5. Expectations for submissions.....	16
10. Appendix 2: Type of engagement	17

1. Purpose

- 1.1. Wai Hononga Water Services Limited (Wai Hononga) is responsible for delivering drinking water and wastewater services across the New Plymouth District. Many Wai Hononga decisions affect the community. The more significant a decision is, the more important it is for Wai Hononga to understand community views and preferences before making that decision. This Significance and Engagement Policy sets out:
- How Wai Hononga determines the significance of matters and related decisions.
 - When and how the community can expect to be involved in Wai Hononga decision-making processes.
 - The form and extent of the engagement likely to take place before a particular decision is made.
 - The strategic water services assets owned by Wai Hononga, noting that Wai Hononga must consult on any transfer of ownership or control of a strategic water services asset to or from Wai Hononga.
- 1.2. The Significance and Engagement Policy has been developed in response to the requirements set out in the Local Government (Water Services) Act 2025 (LGWSA). The purpose of this policy is to make sure Wai Hononga takes a consistent and transparent approach in determining the significance of a decision and the appropriate level of engagement for that decision.

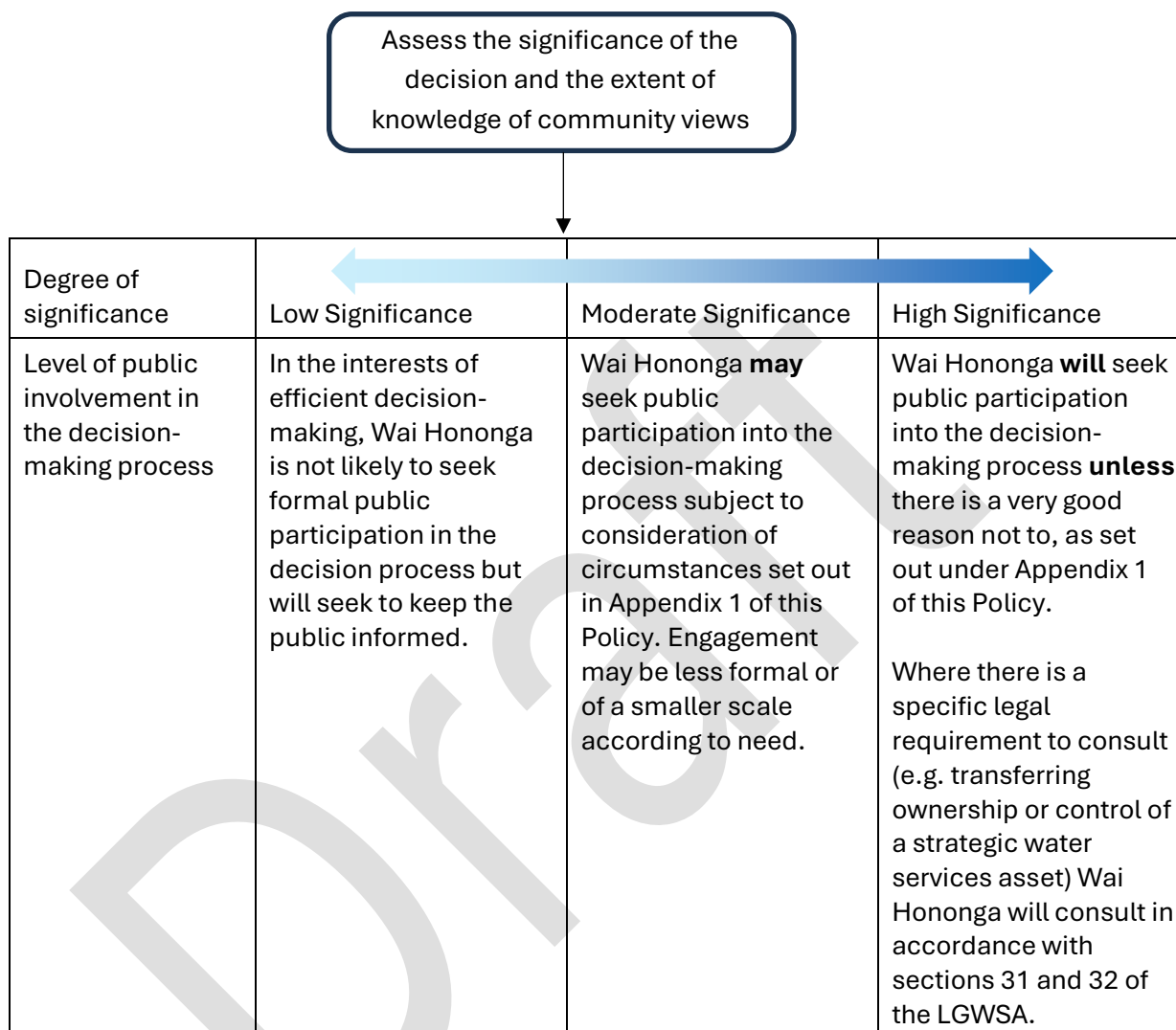
2. Scope

- 2.1. This policy applies to decisions made by Wai Hononga that relate to the delivery of drinking water and wastewater network services within the service area of Wai Hononga. It applies to strategic and operational decisions where there is, or is likely to be, an impact on consumers and communities.
- 2.2. This policy does not replace engagement requirements in other legislation. Where other statutory requirements apply (for example the Resource Management Act 1991 or Public Works Act 1981), Wai Hononga will comply with those requirements in addition to this policy.

3. Decision-Making Process

- 3.1. When making a decision, Wai Hononga will identify all reasonably practicable options and assess those options in a manner that is proportionate to the significance of the matter. Wai Hononga will also consider the views and preferences of people likely to be affected by, or interested in, the decision.
- 3.2. Understanding community views is an important part of good decision-making. Wai Hononga will gather information about community views and preferences through a range of channels including utilising information gathered by New Plymouth District Council (Council) as Wai Hononga's shareholder.
- 3.3. The Local Government (Water Services) Act 2025 (LGWSA) does not require Wai Hononga to undertake formal consultation on every decision. Where Wai Hononga already has a sufficient understanding of community views and preferences, additional consultation may not be necessary. In these circumstances, Wai Hononga may rely on existing information and community feedback, provided it is satisfied that it has enough information to make a well-informed decision. This helps avoid consultation fatigue, makes efficient use of resources, and enables decisions to be made in a timely manner.
- 3.4. The decision on whether to engage or consult will depend on:
 - the significance of the matter;
 - the extent to which Wai Hononga already understands community views and preferences;
 - any statutory consultation requirements; and
 - the circumstances of the decision, including timing and available resources.
- 3.5. Wai Hononga will therefore take a proportionate approach to engagement and consultation. Generally, the more significant a matter is and the less Wai Hononga knows about community views, the greater the level of engagement that is likely to occur.

Figure 1: Determining the level of public participation in decision-making



4. Contribution to decision-making processes by mana whenua, hapū and iwi

4.1. Recognising the whakapapa and mauri of wai as a taonga, Wai Hononga is committed to honouring Te Tiriti o Waitangi and working in partnership with mana whenua, hapū and iwi. Consistent with the Statement of Shareholder Expectations, Wai Hononga will engage in a respectful, inclusive manner, consistent with the principles of Te Tiriti o Waitangi. This includes:

- Identifying and establishing meaningful and enduring relationships with mana whenua, hapū and iwi partners that have a significant interest in the activities of Wai Hononga.

- Ensuring timely and transparent sharing of information that impact on mana whenua, hapū, iwi and Māori community interests in the New Plymouth district and seek their advice and input on strategic initiatives, projects, and decisions that affect them.
- Supporting mana whenua, hapū and iwi to uphold their tikanga, rangatiratanga, kaitiakitanga, mana motuhake and mana whakahaere aspirations through collaboration, co-design, resourcing and shared decision-making in matters relating to te taiao, with their kaitiaki responsibilities.

5. Determining Significance

- 5.1. Wai Hononga will assess the significance for all decisions and for those decisions that require Board endorsement, a Significance and Engagement Assessment will be completed to further determine the degree of significance using this policy. The significance of a matter will fall somewhere on a continuum from low significance to high significance.
- 5.2. The Significance and Engagement Assessment will include:
- An assessment of the degree of significance as ‘low’, ‘moderate’ or ‘significant’ – as determined by the criteria set out in Table 1, and the following points;
 - For any matters of ‘moderate’ or ‘high’ an indication of the particularly relevant significance criteria that have elevated the assessment; and
 - A summary of the method(s) and extent of engagement to be undertaken in relation to the matter including any specific legislative requirements for engagement or where public engagement will not be undertaken, a statement of the relevant observance under the criteria; and
 - For any matters of high significance – a statement of any further decision-making requirements.
- 5.3. The final decision about the significance of any matter rests with the Wai Hononga Board. It is the Wai Hononga Board that decides whether or not a decision or activity is significant.
- 5.4. To determine the degree of significance of a decision to proceed, we apply the six criteria set out in Table 1.
- 5.5. **Water services strategy**
- 5.5.1. The Water Services Strategy is the key planning document developed by Wai Hononga, it sets out the short, medium and long term direction for Wai Hononga. It includes infrastructure investment plans, proposed levels of service, performance measures proposed water charges and financial forecasting. Wai Hononga will generally consult with the community in relation to its proposed Water Services Strategy and will specifically seek feedback on any proposal to transfer ownership or control of a strategic water services asset (to or from Wai Hononga) and any proposal to significantly change levels of service.

5.6. Significant contracts

- 5.6.1. Wai Hononga is required to determine whether any proposed contracts are significant, based on this policy. If a contract is assessed as significant, then Wai Hononga must undertake community consultation, including with Council. Following that consultation, Wai Hononga must also obtain Council's approval to enter the proposed contract, as required by section 23 of the Local Government (Water Services) Act 2025.
- 5.6.2. For proposed contracts to be considered significant, the following additional criteria apply in addition to the criteria in Table 1:
- Contracts that would create a public-private partnership as defined by the Crown (National Infrastructure Funding and Financing).
 - Contracts that could risk the ability of Wai Hononga to meet its statutory obligations.
 - Whether the proposed contract is of high value relative to the revenue that Wai Hononga receives from providing the water service to which the contract relates.
- 5.6.3. Where one or more of the above criteria are met, the contract will likely be considered significant, with some form of community consultation required.
- 5.6.4. However, Wai Hononga will not usually consult on significant contracts when:
- the matter, proposal or project that the proposed contract relates to has already been consulted on and approved by Wai Hononga, i.e. through the Water Services Strategy, and
 - the scale or outcome of the matter, proposal or project that the proposed contract will cover has not substantively changed from what has previously been consulted on.
- 5.6.5. In those instances, Wai Hononga will instead inform the community that the contract has been awarded, and the key terms of that contract.
- 5.6.6. Where a proposed significant contract relates to a matter, proposal or project that has not already been consulted on, then Wai Hononga will consult on the proposed contract in accordance with sections 31 and 32 of the LGWSA.

5.7. Joint water services provider arrangements

- 5.7.1. Wai Hononga may enter into a joint water service provider arrangement (as defined by the LGWSA) with one or more other water service providers. Any joint water service provider arrangement would be deemed to be significant and therefore require consultation in accordance with sections 31 and 32 of the LGWSA.

Table 1: Determining the degree of significance

Indicative Level of Consultation	Unlikely to consult, but may include low level pre-engagement.	Optional consultation	Most likely to require consultation
Examples of how we may engage (refer also to Appendix 1).	Localised promotion.	Targeted promotion.	Comprehensive publicity and promotion.
Criteria	Measure		
	Low Significance	Moderate Significance	High Significance
1. Impact on the direction of Wai Hononga	The decision applies for a short-term or is reversible. If reversible, the impact on future generations would be low.	The decision applies for the medium term or is difficult to reverse, and/or, there is a moderate impact on future generations.	The decision applies for a longer term or is irreversible and would impact on future generations to a high degree.
2. Change in the current level of service or the way in which the services are delivered by Wai Hononga.	There is a low level of change to services but limited change to the levels of service stated in the WSS and limited change to the way in which services are delivered.	There is a medium level of change to services but moderate change to the levels of service stated in the WSS and moderate change to the way in which services are delivered.	There is a major and/or long-term change to levels of service for a significant activity or there is a large change in the way in which a significant activity is delivered. This may also involve a WSS amendment to change the WSS Levels of Service.
3. Level of public impact and/or interest now or in the past.	Low impact on sections or all the community. There is no history of the matter generating wide or intense interest, or there is no reasonable expectation of	Medium impact on sections or all the community. There is some history of the matter generating public interest in general or within particular sectors, or there is a low to moderate likelihood of the	Major and district-wide; or Major for an identified community of interest with wide reach. There is a history of the matter generating wide and intense public interest or there is a reasonable

Wai Hononga
Water Services Ltd.

	the matter generating wide or intense interest.	matter generating wide and intense public interest.	likelihood of the matter generating wide and intense public interest.
4. Level of impact on mana whenua, hapū and iwi values and interests.	There is low limited or no impact on mana whenua, hapū and iwi values and interests.	There are moderate impacts on mana whenua, hapū and iwi values and interests.	There are significant impacts on mana whenua, hapū and iwi values and interests.
5. Net financial cost/revenue of implementation, excluding any financial impact already included in a Water Services Strategy or Annual Budget.	The impact is of a medium to low level. There is a relatively low impact on capital or operational expenditure. The financial transaction has a minor value compared to revenue and come within budgeted expenditure.	The impact is of a high to medium level in the short or long term. There is a moderate impact on capital or operational expenditure. The financial transaction has a moderate value compared to revenue and may not come within budgeted expenditure	The impact is considerable and at a high level in the short or long term but comes within budgeted expenditure. There is a high impact on capital or operational expenditure and is likely to have a notable impact on overall budgets and does not come within budgeted expenditure.
6. Whether the asset is a strategic water services asset, and whether it involves the transfer of ownership or control of the strategic water services assets.	The decision does not impact on Wai Hononga ownership or control of the asset.	The asset being considered is a component of a network of strategic water services assets.	The decision involves transferring ownership or control of a strategic water services asset.

6. Consideration of engagement and consultation

- 6.1. Wai Hononga will consider on a case-by-case basis whether engagement or consultation is appropriate. Generally, the more significant a decision, the greater the level of engagement likely to occur. However, engagement may not be appropriate in all circumstances, refer to Appendix 1.
- 6.2. When determining the nature and extent of engagement, Wai Hononga will consider the significance of the decision, the circumstances involved, and available resources.
- 6.3. Wai Hononga is guided in its community engagement by its legislative requirements under the LGWSA, the Statement of Shareholder Expectations prepared by New Plymouth District Council (Council) as the shareholder of Wai Hononga and community expectations.
- 6.4. **Local Government (Water Services) Act 2025**
 - 6.4.1. The LGWSA recognises that engagement should be proportionate to the significance of the matter being considered. It does not prescribe consultation on every decision.
 - 6.4.2. Consultation in accordance with sections 31 and 32 of the LGWSA is required where the LGWSA requires a proposal to be subject to the consultation process set out in those sections. This includes before Wai Hononga:
 - enters into a significant contract;
 - enters into a significant joint water service provider arrangement;
 - transfers ownership or control of a strategic water services asset; and
 - makes a significant change to the level of service provided in relation to any water service.
 - 6.4.3. Whether a contract, joint water service provider arrangement, strategic water services asset or change in level of service is significant will be determined in accordance with this Policy.
- 6.5. **Statement of Shareholder Expectations**
 - 6.5.1. The Statement of Shareholder Expectations prepared by New Plymouth District Council (Council) as the shareholder of Wai Hononga requires that Wai Hononga engage with consumers and the community in a manner proportionate to the nature and significance of the matter including by:
 - maintaining awareness of relevant stakeholders;
 - providing timely accessible information appropriate to the audience; and
 - seeking input on significant matters where appropriate.
- 6.6. **Community Expectations**
 - 6.6.1. Council has identified the following community expectations through previous engagement and feedback. These insights inform the understanding of community expectations for Wai Hononga. Community expectations include:

- Opportunities for early and meaningful input into significant decisions.
- Visibility of upcoming consultations.
- Involvement of a cross section of the community demographics, e.g. young people, older people, people experiencing disabilities, multi-cultural groups.
- Involving our communities in activities with purpose rather than presenting our opinions.
- Solutions for community engagement that work for the audience with feedback tools that are easy to use, such as:
 - Face-to-face engagement to enable human connection, and interactive discussions, combined with online engagement to give people time to think about their responses.
 - Online content that uses local examples, strong images, and video to create a real-life connection and encourage engagement.
 - Going where the people are by tapping into existing events across the district.
 - For youth, taking the opportunity where there is a potential audience.
 - Working with trusted community voices to reach communities that are harder to engage.
 - Making sure that supporting information is available to the community in easily accessible formats.

7. Strategic water services assets

7.1. A Strategic Water Services Asset, for a water services provider,

- means water services infrastructure or another asset or group of assets without which the provider is unable:
 - to meet its regulatory requirements; or
 - to maintain its capacity to achieve the outcomes set out in its water services strategy; and
- includes an asset or group of assets listed as strategic water services assets in the provider's significance and engagement policy.

7.2. For the purposes of this policy, Wai Hononga considers the following assets to be strategic water services assets.

- Drinking water networks including pump stations and reservoirs.
- Drinking water treatment plants and associated critical sites.
- Wastewater networks, including pump stations.
- Wastewater treatment plants and associated critical sites.
- Land on which critical water and wastewater infrastructure is located.
- Water take and discharge consents

- 7.3. Where assets operate as part of a network, the network as a whole constitutes the strategic water services asset rather than each individual component. Not all decisions about a strategic water services asset will be significant, significance is assessed in context. Individual network assets are unlikely to be significant.

8. Approval and Review

- 8.1. This policy will be reviewed every three years prior to preparing the WSS or if there is a change to the responsibilities for water services that Wai Hononga has.
- 8.2. A proposed policy must be approved by Council prior to being adopted by the Wai Hononga Board.

9. Appendix 1: Community engagement guide

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

Principle	What this means
Clarity	Wai Hononga will provide clear information about the purpose of consultation, and the scope of the decision Wai Hononga will make after considering the community views.
Accessibility	Wai Hononga will provide access to relevant information, in a form people can understand. This means we need to engage in ways that show we understand the makeup of our communities, respecting cultural and individual differences.
Encouragement	Wai Hononga will encourage people to present their views.
Opportunity	Wai Hononga will provide reasonable opportunity for people to present their views in a way that suits those people's needs and preferences.
Commitment to mana whenua, hapū and iwi	Wai Hononga will make sure processes are in place when engaging with mana whenua, hapū and iwi.
Open mindedness and fairness	Wai Hononga will receive community views with an open mind and give due consideration to those views when making decisions.
Transparency	Wai Hononga will provide access to a clear record of decisions made and available explanatory materials.

9.2. Wai Hononga will engage with the community through a range of methods, including both formal and informal forms of consultation and engagement to inform or seek feedback, as per Appendix 2.

- Most decisions fall within the inform and consult levels.
- Involve and collaborate approaches are generally used for more significant decisions.
- Engagement may occur at different levels and stages of a project or decision.

9.3. Wai Hononga seeks to:

- Respond to community preferences.
- Coordinate engagement activities to avoid overburdening the community (consultation fatigue).

9.4. When Engagement May Not Occur

9.4.1. Wai Hononga will not typically undertake engagement in the following circumstances:

- Emergency management during a declared state of emergency

- Decision requiring urgent action to:
 - Comply with the law.
 - Protect life, health or amenity.
 - Prevent serious property damage.
 - Avoid or mitigate environmental harm.
 - Protect infrastructure or essential services
- Decisions required to be made with the public excluded (e.g. commercially sensitive contracts).
- Decisions made under staff delegations, such as regulatory or enforcement functions.
- Complex financial or commercial arrangements.

9.5. Expectations for submissions

- 9.5.1. Submitters should provide accurate contact details and information. Wai Hononga may give less weight to, or decline to consider, submissions that are anonymous or contain false or misleading information.
- 9.5.2. Feedback must be submitted within the stated timeframe. Wai Hononga may, at its discretion, accept late submissions where this does not impact decision-making processes and where there are valid reasons for the delay or the information is considered valuable.
- 9.5.3. Submissions must be respectful and free from offensive or defamatory content. Wai Hononga may remove inappropriate content or decline to accept a submission that does not meet these standards. Wai Hononga may notify submitters and allow revisions if content is removed or declined.
- 9.5.4. Submissions may be publicly released, with personal details generally removed and may redact any content that could expose Wai Hononga to legal risk or create safety concerns.

10. Appendix 2: Type of engagement

	Inform	Consult	Involve	Collaborate
Goal	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives, opportunities and/or solutions.	To obtain feedback on analysis, alternatives and/or decisions.	To work directly with the public (or stakeholders) throughout the process to ensure that concerns and aspirations are consistently understood and considered.	To collaborate with the public (or stakeholders) in each aspect of the decision, including the development of alternatives and the identification of the preferred solution.
Types of issues we might use this for	- Water restrictions. - Emergency works. - Annual Budget.*	- Water Services Strategy. - Annual Budget.* - Major infrastructure projects that impact communities for extended periods. - Significant contracts not otherwise consulted on through the proposed Water Services Strategy.	Infrastructure projects with localised impacts, where community knowledge can help influence design or delivery	Infrastructure projects with significant localised impacts, where community knowledge can help shape design or delivery.
Examples of communication and engagement tools	Website Public Notices Newspaper Media releases Social media Radio Face-to-face Face-to-face presentations Community events			
		- Formal submissions. - Focus or advisory groups/panels. - Surveys. - Public meetings. - Inviting feedback through website and social media.	- Focus or advisory groups/panels. - Workshops. - Surveys. - Public meetings. - Inviting feedback through website and social media.	- Focus or advisory groups/panels. - External working groups with expert advice.
When the community can	We would generally advise the community once a decision is	We would generally advise the community once a draft decision is made and aim	We would generally provide the community with a greater lead	We would generally involve the community at the start to scope the issue, again after

expect to be involved	made, or when milestones are achieved.	provide the community at least two weeks to participate and respond.	in time to allow them time to be involved in the process.	information has been collected and again when options are being considered.
-----------------------	--	--	---	---

* Public consultation must be undertaken on a proposal to transfer ownership or control of a strategic water services asset (to or from Wai Hononga) or to make a significant change to a level of service provided in relation to any water service.

Draft