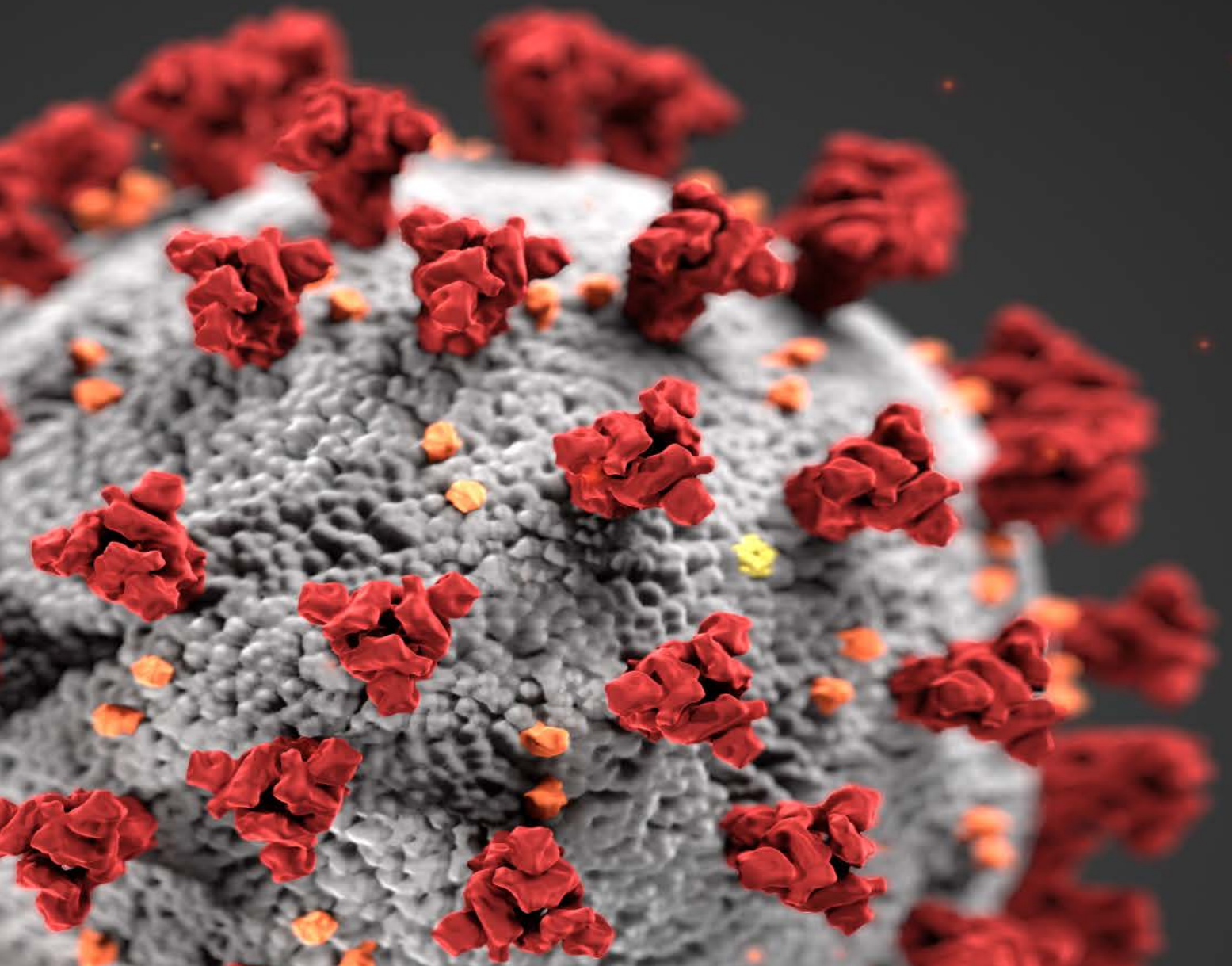


# A pandemic plan for utilities

A guide for utilities who want to build their own pandemic plan



## You can adapt this pandemic plan — but please follow the Creative Commons rules

Our plan will help utilities create their own pandemic plan. Other entities in New Zealand and in other countries may also find our plan useful.

Our plan is free to use under the conditions of our Creative Commons licence. Businesses can adapt it to their needs. You must attribute Watercare as the source of the guidance in the plan. Our plan may include information from another source. If you use that information, you must attribute that information to that other source.

The plan uses a [Creative Commons](#) licence: CC BY



This licence allows re-users to distribute, remix, adapt, and build upon the material in any medium or format, so long as attribution is given to the creator. The licence is subject to the disclaimers in clauses 3 and 4 of the CC BY licence, and these disclaimers are therefore included in this pandemic plan.

### Front cover image shows an illustration of a coronavirus

The illustration of a coronavirus comes from the Centers for Disease Control and Prevention image library. However, this plan is designed for any pandemic.

A novel coronavirus, named Severe Acute Respiratory Syndrome coronavirus 2 (SARS-CoV-2), was identified as the cause of an outbreak of respiratory illness first detected in Wuhan, China in 2019.

The illness caused by this virus has been named coronavirus disease 2019 (Covid-19).

## Contents

About this plan		
Welcome	Welcome to our Pandemic Plan	4
	How to navigate this PDF, and find samples and downloadable templates	5
Introduction	Introduction to the Pandemic Plan	6
	Our response structure	8
	General assumptions about pathogens and pandemics	10
The Eight Stages of the Plan	The Eight Stages of the Plan	11
	Incident Management Team — Roles and actions	12
	Incident Controller — High-level actions at each stage	13
	Incident Management Team — High-level actions at each stage	15
	Key Points for the Incident Management Team	16
The eight stages — in detail		
	Stage 1: No obvious risk	18
	Stage 2: Sustained human transmission in two or more countries	19
	Stage 3: World Health Organization declares a Public Health Emergency of International concern	21
	Stage 4: First cases confirmed in New Zealand	23
	Stage 5: Community transmission confirmed in New Zealand (Lockdown in NZ)	24
	Stage 6: Post-peak with New Zealand cases decreasing	26
	Stage 7: Post-peak with New Zealand cases contained	27
	Stage 8: Post-pandemic	28
Appendix I		
Consolidated actions of all functions	By stage — consolidated actions, from stage two to stage eight	31
	By function — each function's actions, from stage two to stage eight	65
Sample documents and downloadable templates		
	Samples and downloadable templates, and where you'll find them in the plan	101

# Welcome to our Pandemic Plan



The Watercare Pandemic Plan 2020 was forged from the learning that was gained during the Covid-19 pandemic, and Watercare's response as we moved through the different alert levels in New Zealand.

Watercare is a lifeline utility that provides essential water and wastewater services to Auckland, the commercial hub of New Zealand. We are critical to the functioning of the Auckland and Waikato regions and must continue to operate efficiently during a pandemic.

Consequently, as an essential service, being prepared for pandemics is vital to Watercare.

By their very nature pandemics are unpredictable on many levels — severity, nature of impact, the groups within a population that might be affected and the timing. This plan establishes a framework for action that can be modified and implemented in any pandemic, regardless of the specific nature of the pathogen causing the pandemic or its impact on the population.

The intrinsic nature of a pandemic and the structure of the plan demands that all levels of the organisation will use the pandemic plan in some way. We have incorporated integrated risk-and-resilience thinking in the plan and it has been developed to encourage collaboration among the different departments, units and functions for efficient and effective implementation and operation.

We have designed this plan to be easy to roll out, easy to adapt to different contexts, and easy to use when responding to specific challenges from future outbreaks.

While the plan has been created from within Watercare, and will be used as part of the organisation's ongoing Business Continuity and Disaster Preparedness initiatives, the framework, process and systems discussed here can be equally applied to other utilities, government organisations and large public or private sector enterprises, within and outside New Zealand. We are confident that making the plan available to other organisations will help raise pandemic preparedness levels to a new standard across borders.

It is to this purpose, backed by certainty in the plan's utility to large organisations outside of Watercare, that we are releasing our Pandemic Plan and making it available through the Creative Commons licence.

Finally, this plan is developed to function as a living document. Therefore, it will be reviewed and revised regularly. We intend on releasing further iterations of the plan to a global audience on an ongoing basis, and are certain that the future versions will aid that much more in the organisational development of plans, management of risks, building of capabilities and strengthening of resilience to address any future pandemics across the world.

**Nigel Toms**

Chief Financial Officer

Watercare



# How to navigate this PDF, and find sample documents and downloadable templates

## Use the navigation bar at the top of the page

The navigation bar is at the top of every page

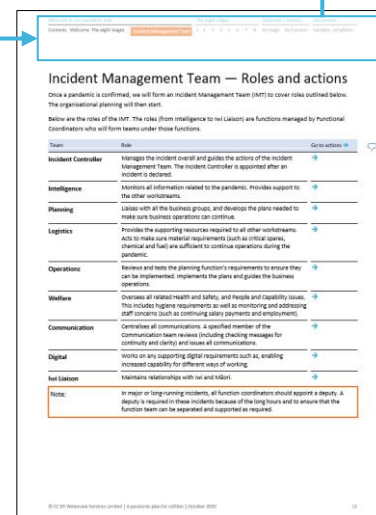
This PDF document sets out the pandemic plan we developed in 2020. It's packed with detail and examples of useful samples and downloadable templates.

Click on the section in the navigation bar that you want to go to

To make the document easier to navigate, we've put a navigation bar at the top of every page. Just click on the section you want, and you'll jump to that page.

The bar works best in Adobe Reader DC

The navigation bar works best in the desktop version of Adobe Acrobat Reader DC — it's a free download from [get.adobe.com](https://get.adobe.com)



## The arrows tell you if a link is to a sample or a template

This plan includes 44 sample documents

A filename link next to a blue horizontal arrow will take you to 44 sample documents in this interactive PDF:

→ [WSo – Example of how a sample document will look in this interactive PDF](#)

We've also made 20 downloadable templates available

A filename link next to an orange vertical arrow will take you to a free template that you can download:

↓ [WTo – Example of how a template document will look in this interactive PDF](#)

See a full list of sample documents and downloadable templates

You'll find a full list of sample documents and downloadable templates in the 'Documents' section of this plan.

To see the list, just click on the 'Documents' link in the navigation bar.

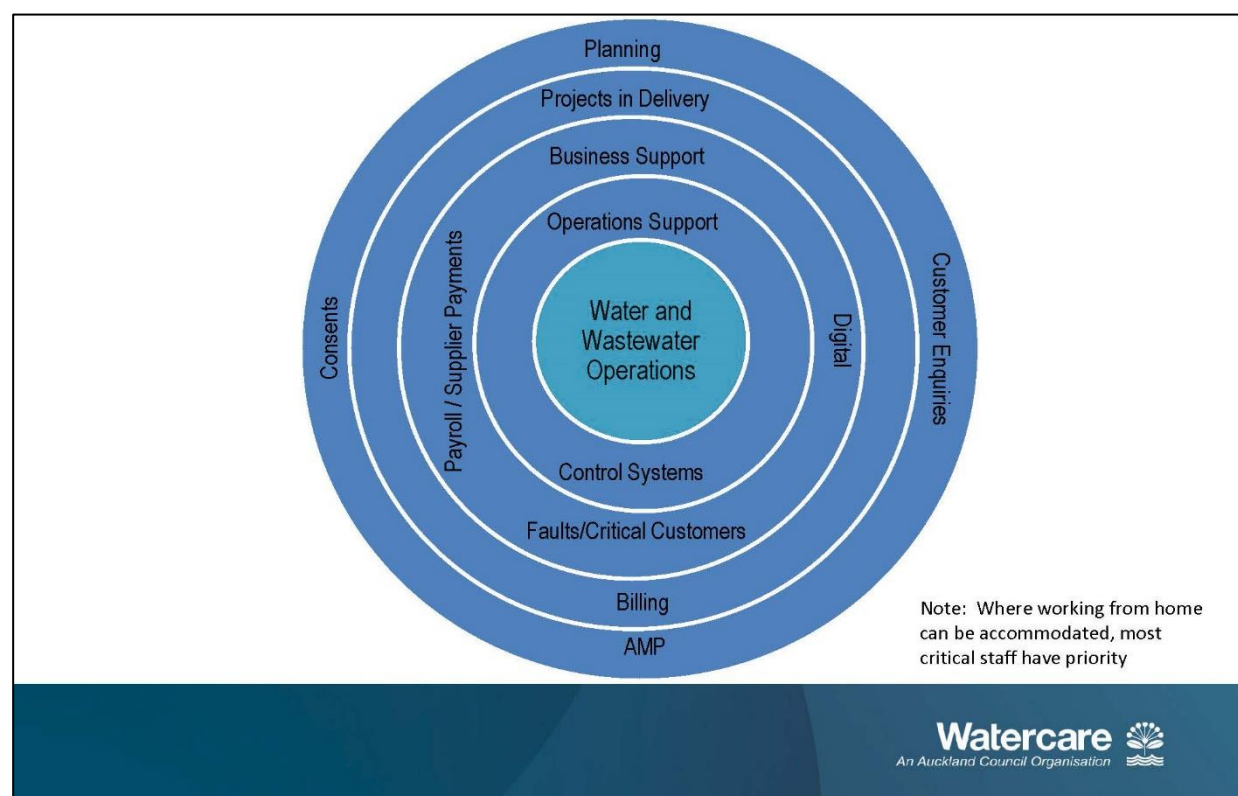
# Introduction to the Pandemic Plan

Preparation is critical to successfully managing the response to a pandemic so we can stay ahead of the escalating challenges and maintain business operations.

This Pandemic Plan is intended to keep the organisation functioning and delivering on its three key objectives during a pandemic:

- Uninterrupted supply of drinking water
- Uninterrupted supply of wastewater services
- Ensuring the health and safety of our workforce

Not all areas of a utility are critical to maintain services and this plan is designed to wrap organisational support around core business.



All levels of our organisation will use our pandemic plan.

The **welcome section** of the Watercare Pandemic Plan sets out the thinking, ethos and development of the plan, and introduces the formation of and main roles within the Incident Management Team.

The **second section of the plan** discusses the eight stages of the pandemic — from the initial stages, through peak transmission and then recovery. Each stage starts with a high-level overview and reasons for actions. Each stage has links to the detailed actions for functions, which can be found in Appendix I and links to supporting documents and templates.

The last section of our plan provides an appendix with stage and function actions. This section also provides sample documents and links to templates that other organisations can download and use.

## Our plan also links to other plans

These include:

[World Health Organization \(WHO\) Influenza Pandemic Phases](#)

[New Zealand Influenza Pandemic Plan: a framework for action](#) (2017)

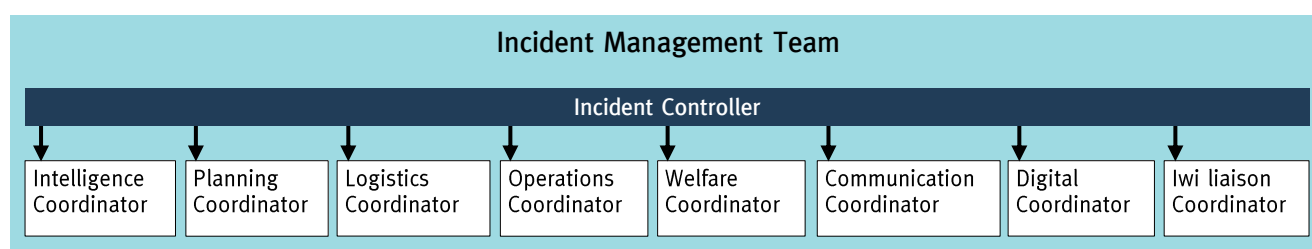
[New Zealand Government’s Covid-19 alert levels](#) (2020)

## Our response structure

Our response structure for the management of pandemics includes an Incident Controller, Incident Management Team, Function Coordinators who then put together function teams. This structure is drawn from and is aligned with the CIMS structure.

→ [WS1 - CIMS team structure for Covid-19](#)

### The Incident Management Team for managing pandemics



#### Incident Management Team

The Incident Management Team (IMT) refers to the overall core team managing and directing response to the pandemic.

The roles of the IMT are outlined below.

#### Incident Controller

The Incident Controller manages the incident overall and guides the actions of the Incident Management Team. The Incident Controller is appointed after an incident is declared.

#### Function Coordinators

The Incident Controller appoints Function Coordinators to cover the functions of Intelligence, Planning, Logistics, Operations, Welfare, Communication, Digital, and Iwi liaison.

Each function coordinator will at different points assign employees to work together in line with the roles and tasks that the function requires. A coordinator may assign an employee to one or more functions, and employees may sometimes move between functions.

The table below lists a few examples of matching organisational roles to the function you might be in.

Organisational role	The function you might be in
Senior leader	Planning
Field-based employee	Logistics, Operations
Office-based employee	Communication, Digital

## Updates of our plan

Our pandemic plan is updated annually. As part of that update, we refresh, test and approve the revised content. We also update our plan after a pandemic has ended to include any changed guidance and lessons learned.

Our pandemic plan is reviewed and updated by the Head of Risk and Resilience, with input from the Incident Controller if a recent pandemic has occurred.

The overall responsibility of the plan rests with the Risk and Resilience Team.

## Contingency planning is part of our overall governance during a pandemic

We've put in place some checks and balances to:

- make sure Watercare can run this plan smoothly during the pandemic
- get expert advice on pandemic-related issues we do not yet know about, and issues as the pandemic unfolds
- get support when making critical decisions.

## Contact for more information

For more information about this pandemic plan and incident management, please contact the Head of Risk and Resilience at Watercare in New Zealand.



## General assumptions about pathogens and pandemics

A pandemic is an epidemic that occurs across a wide area, sometimes on a global scale. A pandemic crosses international borders and usually affects a large number of people.

Here are some general assumptions about pathogens and pandemics. They are for use in planning only. They will need reviewing depending on the characteristics of the pathogen.

- Most people will be susceptible to the pathogen.
- Efficient and sustained person-to-person transmission signals an imminent pandemic.
- The clinical disease attack rate will likely be 30 percent or higher in the overall population during the pandemic. Among working adults, an average of 20 percent will become ill during a community outbreak. Some people will become infected but will not develop clinically significant symptoms.
- People who become ill may shed the pathogen and can transmit infections for several days before the onset of symptoms.
- Asymptomatic or minimally symptomatic individuals can transmit infections and develop immunity to subsequent infection.
- On average, infected people will transmit infections to about two other people.
- Of the people who become ill, 50 percent will seek out-patient medical care.
- At-risk groups for severe and fatal infection cannot be predicted with certainty, but may include the elderly, pregnant women and people with chronic medical conditions.
- Rates of absenteeism will depend on the severity of the pandemic. In a severe pandemic, absenteeism attributable to illness, the need to care for ill family members, and fear of infection may reach 40 percent during the peak weeks of a community outbreak, with lower rates of absenteeism during the weeks before and after the peak. Certain public health measures (closing schools, quarantining household contacts of infected individuals) are likely to increase rates of absenteeism.
- Events such as border closures, school closures, transport disruptions and supply chain disruptions will occur.
- A pandemic outbreak in any given community will last about six to eight weeks for each wave of the pandemic.
- Multiple waves of illness (periods during which community outbreaks occur across the country) could occur, with each wave lasting two to three months.
- The pandemic could spread very quickly and some stages of the pandemic plan be activated within a few days of each other, or a stage may be bypassed, to keep up with the speed of infection.

Modified from source: Van Atta, P. (2008) *Water System Preparedness for Pandemic Influenza*. Wright State University, Dayton, Ohio: <https://corescholar.libraries.wright.edu/mph/51/>

# The Eight Stages of our plan

Team	Details
<b>Stage 1</b>	<b>No obvious risk</b> No specific pandemic threats exist. Continue horizon scanning to find any information about a pathogen or a pandemic. Carry out a review of the pandemic plan and supporting plans, and make sure they are kept up to date.
<b>Stage 2</b>	<b>Sustained human transmission in two or more countries</b> A potential pathogen that could lead to a pandemic has been detected. Start developing organisational plans. Set up the Incident Management Team. Preparation at this early stage is critical.
<b>Stage 3</b>	<b>World Health Organization declares a Public Health Emergency of International concern</b> All detailed planning is completed and tested. Develop communications to advise staff and address their concerns. Review the security of critical spares, fuels and chemicals.
<b>Stage 4</b>	<b>First cases confirmed in New Zealand</b> The pathogen is in New Zealand and is spreading. Assume this situation will worsen. Activate all plans, including those to protect our organisation's operations. Separate staff into teams: those working on site and those working from home. The government will start to move through alert levels. Those levels will have minimum mandatory actions for the population to take. When planning, keep in mind that the government may quickly move to higher alert levels.
<b>Stage 5</b>	<b>Community transmission confirmed in New Zealand (Lockdown in NZ)</b> As a lifeline utility that provides water and wastewater services, critical operations continue uninterrupted. Work stops at all other non-essential areas such as construction sites. Arrangements are in place to allow critical staff to travel locally.  The government has moved to higher alert levels that result in a nationwide or localised lockdown.
<b>Stage 6</b>	<b>Post-peak with New Zealand cases decreasing</b> The impact of the pandemic is reducing. Non-essential work restarts, with appropriate protocols in place that must be maintained.  The government moves to lower alert levels.
<b>Stage 7</b>	<b>Post-peak with New Zealand cases contained</b> The impact of the pandemic is contained in New Zealand, and daily case rates have been close to or at zero for two weeks or longer. Community transmission is no longer happening in New Zealand. Non-essential work continues, with appropriate protocols. The general expectation is that government alert levels will reduce to the lowest level or the government will soon remove them.
<b>Stage 8</b>	<b>Post-pandemic</b> The pandemic is over in New Zealand and the population is either isolated from infection or vaccinations have started.

## Note:

It is possible that re-escalation and related movement between levels will occur, especially if the country experiences a resurgence of cases or infection rates begin to rise.

Some stages in our plan refer to the New Zealand alert levels in their introduction. However, our stages do not match these alert levels directly as government alert levels can change.

An indicative table on how they align has been provided as high-level guidance in this plan.

# Incident Management Team – Roles and actions

Once a pandemic is confirmed, we will form an Incident Management Team (IMT) to cover roles outlined below. The organisational planning will then start.

Below are the roles of the IMT. The roles (from Intelligence to Iwi Liaison) are functions managed by Functional Coordinators who will form teams under those functions.

Team	Role	Go to actions →
<b>Incident Controller</b>	Manages the incident overall and guides the actions of the Incident Management Team. The Incident Controller is appointed after an incident is declared.	→
<b>Intelligence</b>	Monitors all information related to the pandemic. Provides support to the other workstreams.	→
<b>Planning</b>	Liaises with all the business groups, and develops the plans needed to make sure business operations can continue.	→
<b>Logistics</b>	Provides the supporting resources required to all other workstreams. Acts to make sure material requirements (such as critical spares, chemical and fuel) are sufficient to continue operations during the pandemic.	→
<b>Operations</b>	Reviews and tests the planning function's requirements to ensure they can be implemented. Implements the plans and guides the business operations.	→
<b>Welfare</b>	Oversees all related Health and Safety, and People and Capability issues. This includes hygiene requirements as well as monitoring and addressing staff concerns (such as continuing salary payments and employment).	→
<b>Communication</b>	Centralises all communications. A specified member of the Communication team reviews (including checking messages for continuity and clarity) and issues all communications.	→
<b>Digital</b>	Works on any supporting digital requirements such as, enabling increased capability for different ways of working.	→
<b>Iwi Liaison</b>	Maintains relationships with Iwi and Māori.	→

## Note:

In major or long-running incidents, all function coordinators should appoint a deputy. A deputy is required in these incidents because of the long hours and to ensure that the function team can be separated and supported as required.

## Incident Controller — High-level actions at each stage

Here are the key higher-level actions the Incident Controller should take at each stage of the pandemic plan.

### Stage 1: No obvious risk (This stage is managed by the Risk and Resilience team)

1. There are no actions for the Incident Controller at this stage. The Incident Controller's role commences when the Risk and Resilience team initiates Stage 2 based on WHO reports, and declares an incident.

### Stage 2: Sustained human transmission in two or more countries

1. Declare incident and form an IMT.

→ [WS2 - Watercare Incident Management Plan 2020](#)

These guides and templates may help in managing the incident.

→ [WS1 - CIMS team structure for Covid-19](#)

→ [WS2 – Watercare Incident Management Plan 2020](#)

→ [WS3 - Incident task board to manage workflow](#)

↓ [WT1 - Daily action plan template](#)

→ [WS4 - Situation report](#)

2. Work with the Intelligence Function to assess the outbreak's severity.
3. Instruct IMT functions on what actions to complete, and how quickly.
4. Communicate with other lifeline utilities so everyone quickly knows about and can quickly respond to any emergency or outbreak.
5. Determine if risks are receding. Decide on when to de-escalate.
6. Provide updates and reports to the Ministry of Health (MoH), the Executive Team and the Board during the pandemic.

### Stage 3: World Health Organization declares a Public Health Emergency of International Concern

1. Continue to coordinate, assess how rapidly the situation is escalating, and make decisions and provide approvals.
2. Coordinate the activities of the IMT.
3. Work with the Intelligence Function. Set trigger levels and determine when these triggers have been reached. If they have, assess the outbreak's severity. Decide whether to escalate to the next stage.
4. Decide on when to de-escalate — if risks are receding.
5. Keep the Board and Executive Team informed. Pass on feedback and concerns to the IMT.
6. Require each function to finish developing all plans so they are ready to implement. Make sure these plans are detailed enough for immediate rollout. To ensure this, discuss requirements with other groups in our organisation. Resolve all issues that need clarifying.
7. Oversee all functions' actions.
8. Require regular reporting from all function coordinators and report to the Executive Team, Board and National Controllers (if required).

## Stage 4: First cases confirmed in New Zealand

1. Coordinate the IMT's activities.
2. Work with the Intelligence Function. Determine when triggers have been reached. If they have, assess the outbreak's severity. Decide whether to take additional actions or escalate to the next stage.
3. Determine if risks are receding. Decide whether to de-escalate.
4. Keep the Board and Executive Team informed. Pass on feedback and concerns to the IMT and continue function reporting.

## Stage 5: Community transmission confirmed in New Zealand

1. Coordinate the IMT's activities.
2. Work with the Intelligence Function. Determine if risks are receding. Lead the actions of all functions, ensure all teams are supporting Operations and ensure critical services are maintained.
3. Require regular reporting from all function coordinators, and report to the Executive Team, Board and National Controllers (if required).

## Stage 6: Post-peak with New Zealand cases decreasing

1. Advise the Board and the Executive Team of the status within Watercare. Find out their expectations under the improving conditions.
2. Manage the IMT's activities. Set out the activities under the new conditions. When setting out those activities, consider the expectations of the Board and the Executive Team as well as any relevant government regulations.
3. Require regular reporting from all function coordinators to continue, and report to the Executive Team, Board and National Controllers (if required).
4. Liaise with other local and national bodies to enable wider operations and re-start of projects.

## Stage 7: Post-peak with New Zealand cases contained

1. Work with the Board and the Executive Team to advise them of the status within Watercare. Find out their expectations under the new conditions.
2. Manage the IMT's activities. Set out the activities under the new conditions. When setting out those activities, consider the expectations of the Board and the Executive Team as well as any relevant government regulations.
3. Set out the criteria to use when decreasing the IMT's activities. When setting out those criteria, consider the characteristics of the pathogen and the outbreak.

## Stage 8: Post-pandemic

1. Collect and collate information from the IMT through a debrief and lessons learned session. Update the pandemic plan.
2. Coordinate with the Intelligence Function to maintain surveillance of the community and the world.
3. Decide on when the IMT can stand down and return to normal duties or Stage 1.



## Incident Management Team — High-level actions by stage

Here are the key higher-level actions the IMT should take at each stage of the pandemic plan.

### Stage 1: No obvious risk (This stage is managed by the Risk and Resilience team)

1. Carry out an annual review of the pandemic plan and regular reviews of the [WHO Western Emergencies](#) website to identify outbreaks.
2. Risk and Resilience will initiate Stage 2 if the World Health Organization (WHO) reports sustained human transmission of a novel pathogen in two or more countries overseas.

### Stage 2: Sustained human transmission in two or more countries

1. Form the Incident Management Team (IMT) as an incident has been declared.
2. Develop a response based on the plan to limit the impact of the new pathogen.

### Stage 3: WHO declares a Public Health Emergency of International Concern

1. Complete and test all planning and confirm that the pandemic plan to face the new pathogen is ready.
2. Review and confirm the security of personal protective equipment (PPE), critical spares, fuels and chemicals.

### Stage 4: First cases confirmed in New Zealand

1. Activate and implement the pandemic plan under the assumption that events will escalate quickly.
2. Keep stakeholders informed with accurate, up-to-date information about the pandemic.
3. Enable working from home capability for the maximum amount of staff possible.

### Stage 5: Community transmission confirmed in New Zealand

1. Separate staff into teams at operational sites and ensure the critical operation of the utility can continue uninterrupted. Limit staff travel and visit to sites. Maximise on-site separation and limit movement between sites. All non-essential site work will cease.
2. Roll out the plan with a do-check-confirm loop. Make sure actions linked to the plan are being completed.

### Stage 6: Post-peak with New Zealand cases decreasing

1. Work with business units (operations, infrastructure and maintenance) to develop protocols for resuming non-essential work.
2. Keep monitoring compliance with protocols to prevent cases re-appearing.

### Stage 7: Post-peak with New Zealand cases contained

1. Continue critical and non-essential work. Make sure the established protocols are followed when doing this work.
2. Plan for a potential resurgence of cases.

### Stage 8: Post-pandemic

1. Update the pandemic plan.
2. Maintain surveillance of the community and the world.

## Key Points for the Incident Management Team

- Some stages in our plan refer to the New Zealand alert levels in their introduction. Our stages do not match these alert levels directly as government alert levels can change. However, a guidance table is provided here to assist understanding.

Environment	Watercare Pandemic Plan Stages		NZ Alert Level	Civil Defence
Environment	Stage 1 — No obvious risk		-	Alert/Advisory
Emerging threat	Stage 2 — Sustained human transmission in two or more countries		-	Standby
	Stage 3 — World Health Organization declares a Public Health Emergency of International Concern		-	
Adverse impacts are being experienced (or should be anticipated)	Stage 4 — First cases confirmed in New Zealand		1-2	Level 1 event through to Level 5 event
	Stage 5 — Community transmission confirmed in New Zealand		3 – 4 (Lockdown)	
	Stage 6 — Post-peak with New Zealand cases decreasing		4 - 3	
	Stage 7 — Post-peak with New Zealand cases contained		2-1	
	Stage 8 — Post pandemic		-	

- The IMT is responsible for and implements actions from Stage 2 onwards. The Risk and Resilience team manages Stage 1.
- We expect that each stage (from Stage 2) will run after the previous stage has ended. Some stages may trigger rapidly or be skipped if the pandemic escalates quickly. All functions (coordinators and teams) must understand that one stage will not always lead to the next stage. They may need to go back and forth between stages and even leapfrog stages.
- All functions (coordinators and teams) must develop the ability to move through the stages of a pandemic plan quickly with no advance notice.
- The triggers and actions at each stage may also need adjusting depending on the severity of the pandemic and the characteristics of the pathogen involved.
- Each stage may contain repeated actions. When any stage from Stage 2 onwards starts, each Function's Coordinator within the IMT must check what actions were done in the previous stage. This check is vital to avoid repeating tasks. An action may also need updating, including supporting actions (such as updating the FAQs).
- Where we believe a function needs to work with or liaise with one or more other functions to carry out their actions, we have listed them as part of the function's actions in each stage.
- Checklists help with this process. Here is an example of a checklist with three functions' actions that need repeating at Stages 2 and 3.

Function's actions	Stages where action appears	Was action completed at each stage?								Completed
		1	2	3	4	5	6	7	8	
Review the critical chemicals list	2 and 3	-	Yes	Yes	Yes	Yes	Yes	Yes	-	6/6
Review the consumables list	2 and 3	-	Yes	Yes	Yes	Yes	-	-	-	4/4
Review the PPE list	2 and 3	-	Yes	Yes	Yes	Yes	Yes	Yes	-	6/6



# The Eight Stages – in detail



Dam at Lower Nihotupu spillway, New Zealand

 Image by Watercare Services Limited, Auckland

## How the eight stages work

We expect and have designed the plan to move from one stage to another. Some stages may trigger rapidly or be skipped if the pandemic quickly escalates. All functions (coordinators and teams) must understand that one stage will not always lead to the next stage. They may need to go back and forth between stages and even leapfrog stages.

Stage 1	No obvious risk
Stage 2	Sustained human transmission in two or more countries
Stage 3	World Health Organization declares a Public Health Emergency of International concern
Stage 4	First cases confirmed in New Zealand
Stage 5	Community transmission confirmed in New Zealand
Stage 6	Post-peak with New Zealand cases decreasing
Stage 7	Post-peak with New Zealand cases contained
Stage 8	Post-pandemic

### Stage 1

## No obvious risk

This stage has no direct equivalent to New Zealand Government plans. The Risk and Resilience team manages this stage.

### Purpose of this stage

The purpose of this stage is to:

- continue horizon scanning to find any information about a pathogen or a pandemic
- carry out a review of the pandemic plan and supporting plans, and make sure they are kept up to date.

### What this stage looks like

At Stage 1, New Zealand is facing no obvious risk. At this stage, across the world countries will be:

- carrying on business as usual, with no threat of a pathogen on the horizon
- issuing no advice or notices about a new pathogen.

## Triggers, objectives and keys to success

Focus	Key points
Triggers	<ul style="list-style-type: none"> <li>Work and life continues as normal across New Zealand and the world. No obvious pandemic risk exists for now. There are no triggers at this stage.</li> </ul>
Objectives	<ul style="list-style-type: none"> <li>Ensure that the information in Watercare's plan stays current.</li> <li>Carry out surveillance for any outbreaks with the potential to become a pandemic.</li> </ul>
Keys to success	<ul style="list-style-type: none"> <li>Carry out regular scanning of WHO and other groups.</li> </ul>

### Key actions at Stage 1

1. Carry out an annual review of the pandemic plan to make sure the information in it stays current.
2. Carry out monthly reviews of the [WHO Western Pacific Emergencies website](#) to identify outbreaks.
3. Risk and Resilience will initiate Stage 2 if the World Health Organization (WHO) reports sustained human transmission of a novel pathogen in two or more countries overseas.
4. Develop and roll out training for the pandemic plan.
5. Include guidance about the pandemic plan in the staff induction process.
6. Test the plan (use simulations similar to Business Continuity Planning (BCP) tests) regularly.

## Stage 2

# Sustained human transmission in two or more countries

This stage has no direct equivalent to New Zealand Government Alert Levels. An incident is declared and the IMT, once formed, manages this stage.

### Purpose of this stage

The purpose of this stage is to:

- set up the Incident Management Team (IMT) once Risk and Resilience declares an incident.
- start developing required organisational plans.

### What this stage looks like

At Stage 2, two or more countries have experienced sustained human transmission. A potential pathogen that could lead to a pandemic is spreading. At this stage, across the world countries will be:

- assessing pathogen developments globally, and checking official guidance (such as from the WHO) to find out if the virus is adapting and how it is spreading
- planning to take action, such as ways to restrict access to operational sites
- developing ways to address social behaviours such as people being afraid or confused, and changing normal behaviours to reduce the possibility of transmission.



## Triggers, objectives and keys to success

Focus	Key points
<b>Triggers</b>	<ul style="list-style-type: none"> <li>• Sustained human transmission of a novel pathogen in two or more countries overseas. For instance, in January 2020 the WHO announced Covid-19 in more than one country outside China.</li> </ul>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Review existing resources. Develop a specific response to limit the impact from the new pathogen. Key factors to consider are the:               <ul style="list-style-type: none"> <li>– characteristics of the pathogen</li> <li>– mode and efficiency of transmission</li> <li>– type and severity of disease caused (mortality and morbidity)</li> <li>– risk that the pathogen might reach and initiate community transmission in New Zealand</li> <li>– region in which the pathogen emerged, and actions already taken there that could impact on Watercare (such as interruptions in the supply chain and limitations to staff travel).</li> </ul> </li> </ul>
<b>Keys to success</b>	<ul style="list-style-type: none"> <li>• Lead the communication on the outbreak. Be the primary source of information. If you are not the primary source, staff will find their own information to fill the void.</li> <li>• Make sure the leaders project a sense of calm control over the situation.</li> <li>• IMT and Functions in place, the pandemic plan is up-to-date and being rolled out.</li> <li>• Focus on completing tasks rather than generating new content. Be mindful that outbreaks can move at great speed.</li> <li>• Make sure that IMT members and their line managers clearly know their responsibilities. This will help staff to transition from their normal work pattern to a pattern focused on the potential pandemic. If this transition process does not gain momentum, IMT members may return to their normal work pattern, resulting in loss of valuable preparation time.</li> </ul>

## Function actions at Stage 2 (Sustained human transmission in two or more countries)

[Consolidated actions for all functions at Stage 2](#)

[Intelligence at Stage 2](#)

[Planning at Stage 2](#)

[Logistics at Stage 2](#)

[Operations at Stage 2](#)

[Welfare at Stage 2](#)

[Communication at Stage 2](#)

[Digital at Stage 2](#)

[Iwi Liaison at Stage 2](#)

## Stage 3

# WHO declares a Public Health Emergency of International Concern

This stage has no direct equivalent to New Zealand Government Alert Levels. The IMT manages this stage.

### Purpose of this stage

The purpose of this stage is to:

- complete and test all detailed planning — get the IMT ready, assume we will be impacted
- develop communications to advise staff and address their concerns
- review the security of PPE, critical spares, fuels and chemicals.

### What this stage looks like

At Stage 3, the World Health Organization has declared a Public Health Emergency of International Concern. At this stage, across the world countries will be:

- facing a serious, sudden, unusual or unexpected situation that has implications for public health beyond the one affected country's borders
- facing a health situation that may require immediate international action.

## Triggers, objectives and keys to success

Focus	Key points
Triggers	<ul style="list-style-type: none"><li>• The trigger for Stage 3 of a pandemic is when the World Health Organization (WHO) declares the outbreak to be a Public Health Emergency of International Concern (PHEIC). For instance, the WHO made the declared Covid-19 a PHEIC on 20 January 2020.</li></ul>
Objectives	<ul style="list-style-type: none"><li>• Confirm that the pandemic plan to address the new pathogen is ready. Confirm the pandemic plan can be quickly deployed.</li></ul>
Keys to success	<ul style="list-style-type: none"><li>• Lead the communication about the outbreak. Be the primary source of information. If not done, staff will find their own information to fill the void.</li><li>• Confirm that command and control processes are operating. Checks are critical to confirm that actions which the IMT has requested are completed.</li><li>• Do not make empty promises. Build trust by fulfilling all commitments. For instance: if the IMT promises that Watercare will make hand sanitisers and masks available at all sites, make sure they are delivered, and all teams can quickly access them when needed.</li></ul>

## Function actions at Stage 3 (WHO declares a Public Health Emergency of International Concern)

[Consolidated Actions for all Functions at Stage 3](#)

[Intelligence at Stage 3](#)

[Planning at Stage 3](#)

[Logistics at Stage 3](#)

[Operations at Stage 3](#)

[Welfare at Stage 3](#)

[Communication at Stage 3](#)

[Digital at Stage 3](#)

[Iwi Liaison at Stage 3](#)

## Stage 4 (NZ Alert Level 1 to Level 2)

# First cases confirmed in New Zealand

This stage is equivalent to New Zealand Alert Level 1 to Level 2. The IMT manages this stage.

### Purpose of this stage

The purpose of this stage is to:

- activate all plans, especially those to protect the organisation's operations
- separate our staff into teams: those working on site (including separation of teams on sites) and those working from home to reduce potential for the disease to spread
- be aware that the government will start to move through its alert levels, and that those levels have mandatory actions that the country's population must take.

### What this stage looks like

At Stage 4, New Zealand has experienced its first confirmed cases. At this stage, countries will be:

- experiencing an increase in cases of the pathogen in more and more countries
- witnessing more people being admitted to hospitals who need treatment for the pathogen
- seeking ways to fight and defeat the pathogen.

## Triggers, objectives and keys to success

Focus	Key points
Triggers	<ul style="list-style-type: none"> <li>• First confirmed case in New Zealand. <a href="#">The first case of Covid-19 in New Zealand was formally reported to the Ministry of Health on 28 February 2020.</a></li> </ul>
Objectives	<ul style="list-style-type: none"> <li>• Start implementing the operational aspects of the customised pandemic plan under the assumption that events may rapidly escalate to Stage 5.</li> </ul>
Keys to success	<ul style="list-style-type: none"> <li>• Make sure that plan actions are carried out effectively and on time.</li> <li>• Implement the plan — use the do-check-confirm loop.</li> <li>• Keep stakeholders informed with accurate, up-to-date information about the pandemic.</li> </ul>

## Function actions at Stage 4 (First cases confirmed in New Zealand)

[Consolidated Actions for all Functions at Stage 4](#)

[Intelligence at Stage 4](#)

[Planning at Stage 4](#)

[Logistics at Stage 4](#)

[Operations at Stage 4](#)

[Welfare at Stage 4](#)

[Communication at Stage 4](#)

[Digital at Stage 4](#)

[Iwi Liaison at Stage 4](#)

## Stage 5 (NZ Alert Level 3 to Level 4 — Lockdown levels)

# Community transmission confirmed in New Zealand

This stage is equivalent to New Zealand Alert Level 3 to Level 4. The IMT manages this stage.

### Purpose of this stage

The purpose of this stage is to:

- ensure that the critical operations as a lifeline utility providing water and wastewater services continue uninterrupted
- put in place arrangements to allow critical staff to move around to help maintain operations
- make sure all non-essential work, such as at construction sites, stops.

### What this stage looks like

At Stage 5, New Zealand has confirmed community transmission, and a local or national lockdown. At this stage, across the world countries will be:

- overwhelmed by a pandemic with a large number of cases
- dealing with fatalities
- struggling with health systems near collapse
- imposing the highest level of travel restrictions within their borders
- imposing the highest level of health protection measures within their borders
- trying to maintain the global financial system as the financial crises deepen
- seeking ways to fight and defeat the pathogen.

## Triggers, objectives and keys to success

Focus	Key points
Triggers	<ul style="list-style-type: none"> <li>• Community transmission is confirmed in New Zealand. For instance, on 12 March 2020, MoH announced that community transmission of Covid-19 could have occurred as two confirmed Covid-19 cases had no link to overseas travel.</li> </ul>
Objectives	<ul style="list-style-type: none"> <li>• Implement the response to the new pathogen.</li> <li>• Scale back non-essential operations where possible and separate sites.</li> <li>• Enable non-essential staff to work from home.</li> <li>• Make sure we have enough stocks of such things as chemicals, consumables, PPE and critical spares. Make sure we have moved enough stock to our sites.</li> </ul>
Keys to success	<ul style="list-style-type: none"> <li>• Make sure the plan is carried out effectively and on time.</li> <li>• Implement the do-check-confirm loop. Make sure actions have been completed.</li> <li>• Keep stakeholders informed with accurate, up-to-date information as the situation evolves.</li> <li>• Maintain full reporting from Functions.</li> </ul>



## Function actions at Stage 5 (Community transmission confirmed in New Zealand)

[Consolidated Actions for all Functions at Stage 5](#)

[Intelligence at Stage 5](#)

[Planning at Stage 5](#)

[Logistics at Stage 5](#)

[Operations at Stage 5](#)

[Welfare at Stage 5](#)

[Communication at Stage 5](#)

[Digital at Stage 5](#)

[Iwi Liaison at Stage 5](#)

## Stage 6 (NZ Alert Level 4 downgrading to Level 3)

# Post-peak with New Zealand cases decreasing

This stage is equivalent to New Zealand Alert Level 4 downgrading to Level 3 or moving out of lockdown. The IMT manages this stage.

### Purpose of this stage

The purpose of this stage is to:

- Work with local and national agencies to restart non-essential work stopped during the pandemic
- make sure any work resumes with appropriate protocols still in place, and ensure those protocols can be maintained.

### What this stage looks like

At Stage 6, cases in New Zealand are reducing as the pandemic has passed its peak, noting that numbers may increase again. At this stage, across the world countries will be:

- recovering due to reduced cases and reduced hospital admissions related to the pathogen
- reducing travel and health restrictions in affected countries
- slowly resuming wider business activities in affected countries
- investigating possible vaccines and lowering travel restrictions.

## Triggers, objectives and keys to success

Focus	Key points
Triggers	<ul style="list-style-type: none"> <li>• Daily pandemic case numbers of the pandemic are steadily decreasing.</li> <li>• Community transmission might be happening, but measures to prevent community transmission are effective and decreasing case numbers support the effectiveness of those measures.</li> <li>• New clusters may emerge, but testing and contact tracing should control the position.</li> </ul>
Objectives	<ul style="list-style-type: none"> <li>• Resume other business activities where it is possible to maintain strict physical distancing and contact tracing, such as resuming construction on infrastructure projects.</li> </ul>
Keys to success	<ul style="list-style-type: none"> <li>• Work with business units (operations, infrastructure and maintenance) to develop protocols for resuming other work.</li> <li>• Socialise and get department heads to approve the protocols.</li> <li>• Keep monitoring compliance with protocols to prevent cases re-appearing.</li> </ul>

## Function actions at Stage 6 (Post-peak with New Zealand cases decreasing)

[Consolidated Actions for all Functions at Stage 6](#)

[Intelligence at Stage 6](#)

[Planning at Stage 6](#)

[Logistics at Stage 6](#)

[Operations at Stage 6](#)

[Welfare at Stage 6](#)

[Communication at Stage 6](#)

[Digital at Stage 6](#)

[Iwi Liaison at Stage 6](#)

### Stage 7 (NZ Alert Level 3, downgrading to Level 2 or Level 1)

## Post-peak with New Zealand cases contained

This stage is equivalent to New Zealand Alert Level 3 downgrading to Level 2 and to Level 1. The IMT manages this stage.

### Purpose of this stage

The purpose of this stage is to:

- continue work from Stage 6 with established protocols being followed
- plan and be ready to address a potential resurgence of cases.

### What this stage looks like

At Stage 7, cases of the pandemic in New Zealand have been contained. At this stage, across the world countries will be:

- resuming normal operations, with usual patient levels and health systems
- resuming normal business activities
- trialling a range of possible vaccines and other approaches.

## Triggers, objectives and keys to success

Focus	Key points
Triggers	<ul style="list-style-type: none"> <li>• Daily case rates are close to zero.</li> <li>• Strong evidence exists that community transmission is no longer happening in New Zealand.</li> <li>• New cases only occur in locations where self-isolation is taking place.</li> </ul>
Objectives	<ul style="list-style-type: none"> <li>• Re-start business activities that can take place with good hygiene practices, physical distancing and contact tracing protocols in place. Only start activities if controls can be maintained over an extended period (such as 2 to 12 months).</li> <li>• Plan for a resurgence or a second wave.</li> </ul>

Focus	Key points
<b>Keys to success</b>	<ul style="list-style-type: none"> <li>• Work with business units to monitor compliance with protocols established in Stage 6, to prevent cases from re-occurring.</li> <li>• Work with business units to develop plans to address any potential new cases.</li> <li>• Keep the Board and the Executive Team up to date with the current status and any changes.</li> </ul>

## Function actions at Stage 7 (Post-peak with New Zealand cases contained)

[Consolidated Actions for all Functions at Stage 7](#)

[Intelligence at Stage 7](#)

[Planning at Stage 7](#)

[Logistics at Stage 7](#)

[Operations at Stage 7](#)

[Welfare at Stage 7](#)

[Communication at Stage 7](#)

[Digital at Stage 7](#)

[Iwi Liaison at Stage 7](#)

## Stage 8

# Post-pandemic

This stage has no direct equivalent to New Zealand Government plans. The IMT manages this stage, with a transition to the Risk and Resilience team.

### Purpose of this stage

The purpose of this stage is to:

- debrief functions, complete lessons learned review and update of the pandemic and supporting plans in the organisation
- maintain scanning of the community within New Zealand and countries around the world.

### What this stage looks like

At Stage 8, the pandemic is over for now, noting the possibility of recurrences. At this stage across the world countries will be:

- returning to how they operated before the pandemic, but perhaps with some new prevention measures in place
- returning to levels of economic activity that existed before the pandemic
- gathering and analysing data and information about how global organisations (such as the WHO) and countries responded to the pandemic and preparing for the next pandemic.

## Triggers, objectives and keys to success

Focus	Key points
Triggers	<ul style="list-style-type: none"> <li>The pandemic has reduced (lowering the risk of spread) in New Zealand.</li> </ul>
Objectives	<ul style="list-style-type: none"> <li>Update the pandemic preparedness and response plans. Maintain surveillance.</li> </ul>
Keys to success	<ul style="list-style-type: none"> <li>Collate information from the IMT by way of a comprehensive debrief and lessons learned session. Then update the pandemic plan and supporting plans.</li> <li>Continue horizon scanning by the Intelligence Function of the community and the world, with regular feedback to the Incident Controller and Risk and Resilience team for action as necessary.</li> <li>Confirm the incident is closed. Stand down the IMT, whose members will return to their normal duties.</li> <li>Discuss and enable a comprehensive handover to the Risk and Resilience team in a move back to Stage 1.</li> </ul>



# Appendix I: Actions

This section sets out each function's actions in two ways

By stage — consolidated actions, from stage two to stage eight



By function — each function's actions, from stage two to stage eight



**Dam - Mangatangi**

 Image by Watercare Services Limited, Auckland



# Actions by stage

Consolidated actions, from Stage 1 to Stage 8, are noted below.

## Stage 1 — No obvious risk

At Stage 1, there are no actions for the IMT, since it is yet to be formed. Risk and Resilience manages Stage 1 and surveys the horizon regularly.

## Stage 2 — Sustained human transmission in two or more countries

### Consolidated actions for all functions at Stage 2

At this Stage, an incident is declared and the IMT is formed. The coordinator of each function will assign employees to the function's team to deliver the required actions.

#### Intelligence Function at Stage 2

Focus	Key points/actions
<b>Objectives</b>	<p>Review existing resources. Develop a specific response to limit the impact from the new pathogen.</p> <p>Key factors to consider are the:</p> <ul style="list-style-type: none"> <li>• characteristics of the pathogen</li> <li>• mode and efficiency of transmission</li> <li>• type and severity of disease caused (mortality and morbidity)</li> <li>• risk that the pathogen might reach and initiate community transmission in New Zealand</li> <li>• region in which the pathogen emerged, and actions already taken in that region that could impact on Watercare (such as interruptions in supply chain and in staff travel).</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>• To know and understand the pathogen's characteristics so we know how the pandemic may impact staff and operations. Each pathogen is different, with its own characteristics. Similarly, each pandemic will have its own characteristics.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Source the latest guidance from these entities about how to respond to the pathogen: WHO; Centers for Disease Control and Prevention (CDC); Ministry of Health (MoH); Auckland Regional Public Health Service (ARPHS); Ministry of Business, Innovation and Employment (MBIE); and Ministry of Primary Industries (MPI).</li> <li>2. The information gathered should cover: <ul style="list-style-type: none"> <li>• type and characteristics of the pathogen</li> <li>• how to respond to symptoms and manage close contacts of symptomatic people</li> </ul> </li> </ol>

Focus	Key points/actions
	<ul style="list-style-type: none"> <li>• examples of outbreaks caused by similar pathogens</li> <li>• persistence of the pathogen on surfaces and in water</li> <li>• symptoms</li> <li>• incubation period before symptoms appear</li> <li>• potential for transmission via drinking water and wastewater</li> <li>• the dominant mode of transmission, and ease of transmission</li> <li>• information on morbidity and fatality rates</li> <li>• effectiveness of preventive actions such as hand washing, surface cleaning, physical distancing, personal protective equipment (PPE), and self-isolation</li> <li>• Information for managing people at increased risk, such as those with pre-existing conditions (such as diabetes and asthma)</li> <li>• regions most at risk, and the impact on supply chains and staff travel.</li> </ul> <ol style="list-style-type: none"> <li>3. Communicate the above guidance to the rest of the IMT.</li> <li>4. Create a list of frequently asked questions (FAQs) about the outbreak that address issues relevant to Watercare. → <a href="#">WS5 - Covid-19 FAQ document</a></li> <li>5. Start plotting or reviewing epidemic curves to help track the outbreak's trajectory.</li> <li>6. Keep monitoring to check if the Stage 3 trigger has been reached. This trigger is the WHO declaring a Public Health Emergency of International Concern (PHEIC). If declared, tell the Incident Controller. The Incident Controller will assess the trigger after considering the outbreak's severity and escalate to Stage 3 if appropriate.</li> </ol>

## Planning Function at Stage 2

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Prepare and review plans to ensure readiness if the pandemic escalates.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>• To make sure plans are in place so that it is possible to maintain the critical functions of the business if the infection spreads throughout New Zealand.</li> <li>• To ensure early planning and preparation, which are critical to successfully manage the pandemic</li> <li>• To identify and address the large, complex actions specific to a utility. Do this task before the pandemic situation escalates.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Confirm the identification of critical business functions to ensure continued provision of water and wastewater services. → <a href="#">WS6 - Watercare Covid-19 Essential Services — fishbone diagram</a></li> <li>2. Review critical staff and critical role lists to confirm they are up to date. Confirm the capacity for staff to work across the functions of the Incident Management Team during the pandemic. Check that the staff who will work across the functions have appropriate skills.</li> </ol>

Focus	Key points/actions
	<ol style="list-style-type: none"> <li>3. Work with the Welfare Function to confirm the critical staff list and the critical business unit list. Also consult with Watercare Production Managers and the Chief Operations Officer.  <a href="#">↓ WT2 - Critical staff list template</a>  <a href="#">→ WS7 - Key customer matrix</a> </li> <li>4. Create a survey to identify the impact on staff if public transport reduces or stops and schools close. Ensure that staff complete the survey.  <a href="#">↓ WT3 - Staff survey template</a> </li> <li>5. Prepare a list of pre-identified tasks or jobs that people can do remotely during a pandemic.</li> <li>6. Prepare to split teams to reduce the impact of an outbreak in the organisation. Identify the members of the A and B Teams, and staff for a reserve bench to maintain operations on production sites, if both A and B teams are impacted or their numbers are reduced.</li> <li>7. Identify volunteers for the wider business who can train in production roles to provide the organisation reserves (addition to the reserve bench) with resilience and depth. This contingency task will help to ensure business continuity during the pandemic.</li> <li>8. Identify people outside Watercare who have experience in plant operations. Consider whether they could become a member of the reserve bench.</li> <li>9. Review normal work schedules. Determine the best way to adapt these schedules to promote physical distancing and continuity of operations.</li> <li>10. Develop the strategic/key customer list. Regularly review it to make sure it stays current. Work with the Customer team to understand their requirements.</li> <li>11. Source a list of top strategic customers from the commercial accounts team. Complete the key customer matrix and key customer list for future use.  <a href="#">→ WS7 - Key customer matrix</a> </li> <li>12. Confirm how the leadership and reporting structures, from the Board through the Executive Team to the staff, will operate under pandemic conditions.</li> <li>13. Identify the coordinator roles for the Welfare and Operations Functions. These functions will provide additional staff support to the Operations during the pandemic.</li> </ol>

## Logistics Function at Stage 2

Focus	Key points/actions
Objectives	<ul style="list-style-type: none"> <li>• Prepare and review plans to ensure supply chain readiness if the pandemic escalates.</li> </ul>
Reasons	<ul style="list-style-type: none"> <li>• To make sure plans are in place so that essential service providers and critical suppliers can support Watercare to maintain its critical outputs if the infection spreads across New Zealand.</li> </ul>

Focus	Key points/actions
Actions	<ol style="list-style-type: none"> <li>1. Identify possible interruptions to the supply chain given the location and characteristics of the outbreak. Create and regularly review the critical suppliers list. Make and maintain contact with these suppliers.  <a href="#">↓ WT4 - Critical suppliers list template</a></li> <li>2. Review the critical spares list. Assess the stock on hand, current burn rates (stock usage rates) and potential for shortages.</li> <li>3. Review the critical chemicals, consumables and PPE lists. Assess the stock on hand, current burn rates and potential shortages. Ensure correct use of PPE to prevent higher categories of protection being used when not required. Prevent groups within the organisation from over-ordering to create their own stockpiles.  <a href="#">↓ WT5 - Personal Protective Equipment list template</a></li> <li>4. Contact suppliers. Confirm their stock holdings and ability to deliver that stock under pandemic conditions.</li> <li>5. Identify alternative suppliers where possible. Assess their ability to deliver stock under pandemic conditions and consider placing orders.</li> <li>6. Identify suppliers who could quickly deliver critical spares by air before or after border restrictions or closure.</li> <li>7. Combine the information gathered from steps 1 to 6 above into a Supply Chain Response Strategy.  <a href="#">↓ WT6 - Supply chain — response strategy template</a>  <a href="#">↓ WT7 - Supply chain — response plans template</a></li> <li>8. Work with the Intelligence Function to determine if extra site cleaning may be needed given the characteristics of the pathogen. Follow up to make sure capacity is available to deep clean sites should the outbreak escalate.</li> <li>9. Establish a protocol for supplying emergency supply kits (food, water) to critical facilities.</li> <li>10. Work with suppliers and the Operations Function to confirm that a constant supply of hygiene supplies to all sites is possible should the outbreak escalate. Depending on the pathogen, hygiene supplies may include: <ul style="list-style-type: none"> <li>• soap and paper towels in washrooms</li> <li>• soap and paper towels in kitchen areas</li> <li>• hand sanitiser stations at various work areas</li> <li>• tissues</li> <li>• mediwipes</li> <li>• disinfectant spray for surfaces</li> <li>• waste bins with lids and plastic linings for tissue disposal</li> <li>• surgical masks for symptomatic people</li> <li>• latex or nitrile gloves.</li> </ul> </li> </ol>

## Operations Function at Stage 2

Focus	Key points/actions
Objectives	<ul style="list-style-type: none"> <li>Review plans from the Planning Function and work with the <a href="#">Logistics Function</a> and the <a href="#">Welfare Function</a> to look at what is involved in rolling out plans should the risk of the pathogen spreading to New Zealand increase.</li> </ul>
Reasons	<ul style="list-style-type: none"> <li>To implement the plans to manage our business quickly as the risk of the new pathogen spreading can change rapidly. Make sure the plans are easy to roll out to prevent any delay in our response to an escalating risk.</li> </ul>
Actions	<ol style="list-style-type: none"> <li>Think about how to implement plans.</li> <li>Work with the <a href="#">Planning Function</a> to review existing plans so we make sure our response matches the current situation with the pandemic.</li> <li>Work with the other Functions to make sure everyone understands the strategy and implementation plans, and knows what they have to do. This includes knowing how to adapt if the pandemic situation changes.</li> </ol>

## Welfare Function at Stage 2

Focus	Key points/actions
Objectives	<ul style="list-style-type: none"> <li>Review procedures and gather staff information to plan for anticipated resourcing needs.</li> <li>Check that all relevant information about staff is current. If not, update it. Information includes, for example, contact details, critical skills and travel needs.</li> <li>Read and review all documents to make sure they are relevant to the current pandemic</li> </ul>
Reasons	<ul style="list-style-type: none"> <li>To make sure we have complete oversight of our employees and contractors. Make sure we have accurate procedures for them to follow. With this information, we can make sure the right resources are in place to maintain essential services and keep staff safe and well.</li> </ul>
Actions	<ol style="list-style-type: none"> <li>Prepare a hygiene plan relevant to the pathogen causing the outbreak. → <a href="#">WS8 - Watercare Hygiene Plan</a></li> <li>Work with the <a href="#">Intelligence Function</a> to get an initial set of posters and fact sheets about the outbreak from established sources such as the WHO, CDC, MoH and ARPHS. Where material is not available, develop posters and fact sheets. Distribute via operations. → <a href="#">WS9 - Poster "Stop, do not enter Watercare site if ill"</a> → <a href="#">WS10 - Poster on hand washing</a></li> <li>Make sure the material covers topics such as symptoms, effective hygiene measures, use of PPE, travel advice (including stopping all work-related travel outside the region), management of visitors to sites, and management of symptomatic people and their close contacts.</li> </ol>

Focus	Key points/actions
	<ol style="list-style-type: none"> <li>4. Work with the Communication Function and the Operations Function to distribute the posters and fact sheets to sites.</li> <li>5. Review working from home and leave policies and procedures given the pathogen causing the outbreak and the current pandemic situation. <ul style="list-style-type: none"> <li>→ <a href="#">WS11 - Working from home — employee guide</a></li> <li>→ <a href="#">WS12 - Working from home — people leaders' guide</a></li> <li>→ <a href="#">WS13 - How to manage leave — people leaders' guide</a></li> <li>→ <a href="#">WS14 - Managing special leave — people leaders' guide</a></li> <li>→ <a href="#">WS15 - Managing vulnerable employees — people leaders' guide</a></li> </ul> </li> <li>6. Work with the Planning Function to identify staff who will be impacted by a lack of public transport and having to look after children due to school closures. Indicate how these impacts may affect the availability of the affected staff members. <ul style="list-style-type: none"> <li>↓ <a href="#">WT2 - Critical staff list template</a></li> <li>→ <a href="#">WS7 - Keu customer matrix</a></li> </ul> </li> <li>7. Identify at-risk or vulnerable staff. Update the critical staff list again to exclude these staff or reduce their risk of exposure.</li> <li>8. Establish processes that help to limit the number of non-Watercare staff on site. <ul style="list-style-type: none"> <li>↓ <a href="#">WT8 - Health screening for visitors template</a></li> </ul> </li> <li>9. Establish processes to manage symptomatic staff and their close contacts given the characteristics of the current pathogen. It is essential to put these in place in advance of any impacts. Otherwise, inconsistent behaviour and actions may result that might lead to the contagion spreading throughout the organisation.</li> <li>10. When a staff member shows symptoms <ul style="list-style-type: none"> <li>→ <a href="#">WS16 - What to do when a worker shows symptoms</a></li> <li>→ <a href="#">WS17 - What to do when a worker at home shows symptoms</a></li> <li>→ <a href="#">WS18 - Disinfecting your workplace if someone is ill</a></li> <li>→ <a href="#">WS19 - Managing fatigue during Covid-19</a></li> <li>→ <a href="#">WS20 - Transporting workers showing symptoms — people leaders' guide</a></li> <li>↓ <a href="#">WT9 - Symptomatic worker tracking form template</a></li> </ul> </li> <li>11. Decision flow charts (DFCs) to guide actions during an outbreak <ul style="list-style-type: none"> <li>→ <a href="#">WS21 - Decision flow chart — Ops Production Plant (symptomatic and positive staff)</a></li> <li>→ <a href="#">WS22 - Decision flow chart — Ops Production Plant shift (symptomatic and positive staff)</a></li> <li>→ <a href="#">WS23 - Decision flow chart — Watercare staff unable to work</a></li> <li>→ <a href="#">WS24 - Decision flow chart — Watercare staff impacted by family</a></li> </ul> </li> <li>12. Establish a return-to-work process for staff who have had symptoms and recovered. <ul style="list-style-type: none"> <li>→ <a href="#">WS25 - Covid-19 return to work following illness — people leaders' guide</a></li> <li>→ <a href="#">WS26 - Covid-19 return to work — employee guide</a></li> <li>↓ <a href="#">WT10 - Return to work symptoms record template</a></li> </ul> </li> </ol>



Focus	Key points/actions
	<ol style="list-style-type: none"> <li>13. Review and update the local and international travel policy. → <a href="#">WS27 - Work-related travel during Covid-19</a></li> <li>14. Identify any Watercare staff who are currently overseas or who plan to travel overseas. Review and update the travel policy to make sure it covers travel during a pandemic (such as travel restrictions).</li> </ol>

## Communication Function at Stage 2

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Keep staff informed on how the pandemic is progressing, and about preparations and what actions the organisation is already taking.</li> <li>• Give staff clear, up-to-date information.</li> <li>• Give staff a sense of comfort that an Incident Management Team is in place, that it is continuously monitoring the situation, and is ready to act if things change.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>• To relay plans and information to everyone in our business. Communication is vital during a pandemic. Receiving information in a timely manner shows everyone that the Incident Management Team is reliable.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Establish a briefing programme to deliver information from the Incident Management Team to all stakeholders, from the Board, through the Executive Team to staff. Plan communications to acknowledge the expected fear and anxiety of employees, as well as addressing rumours and misinformation.</li> <li>2. Make sure the programme includes these elements:             <ul style="list-style-type: none"> <li>→ <a href="#">WS28 - Protocol for cascade briefing for executives and people leaders</a></li> <li>↓ <a href="#">WT11 - Weekly communication framework during a pandemic template</a></li> <li>↓ <a href="#">WT12 - Communication review and sign off matrix template</a></li> </ul> </li> <li>3. Create an intranet site (internal company website) providing information on the outbreak. Topics should include:             <ul style="list-style-type: none"> <li>• the type and characteristics of the pathogen</li> <li>• the dominant mode of transmission</li> <li>• symptoms</li> <li>• the incubation period before symptoms</li> <li>• how to respond to symptoms and close contacts with symptomatic people</li> <li>• persistence of the pathogen on surfaces and in water</li> <li>• potential for transmission via drinking and wastewater</li> <li>• effectiveness of preventive actions (such as hand washing, surface cleaning, physical distancing, PPE, and self-isolation).</li> </ul> </li> <li>4. Create a dedicated enquiries email channel for staff to send any questions to the Incident Management Team. Communicate clearly and often to remove the possibility of incorrect messaging from other sources.</li> </ol>

Focus	Key points/actions
	<ol style="list-style-type: none"> <li>Review and develop FAQs with the <a href="#">Intelligence Function</a>. Post the FAQs on the intranet. Use the FAQs as a basis to prepare a presentation for sites. Prepare the presentation. → <a href="#">WS5 - Covid-19 FAQ document</a></li> <li>Organise a first round of briefings at sites by on-site staff to deliver the presentation.</li> </ol>

## Digital Function at Stage 2

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Identify key areas of risk that require specific digital support plans. Plan an approach for each. This should include key users, security risks, and network constraints.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>To take a prioritised approach. Consider and address all key areas of risk in priority order, as you cannot cover everything at the same time.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>Review teleworking capability (internet bandwidth, equipment and security risks) under the assumption that 70% of staff may have to work from home.</li> <li>Develop a people tracker app to track people's health and mental wellbeing. Check and confirm that it is functional and relevant to the current pathogen.</li> <li>Develop a staff welfare app. Check and confirm that it is functional and relevant given to the current pathogen.</li> <li>Review the possibility of using an application to help with contact tracing (if relevant) given the current pathogen.</li> <li>Develop an approach to identify critical users and roles. → <a href="#">WT13 - Digital workstream plan template</a></li> <li>Understand the key locations and plan a support model.</li> <li>Develop an approach to understand the current profiles of the end users of devices. Identify areas of risk (such as Win7 devices and end users with desktop computers).</li> <li>Identify critical systems that require action.</li> <li>Develop an approach to understand the current security profile.</li> <li>Develop an approach to understand current network constraints.</li> <li>Develop an approach to deploy devices and finalise set-up for users.</li> <li>Deploy additional security software as cyber attacks will increase significantly during this period.</li> </ol>

## Iwi Liaison Function at Stage 2

Focus	Key points/actions
Objectives	<ul style="list-style-type: none"> <li>• Ensure Iwi interests are represented when planning the pandemic response. Achieve this by making sure the relevant people are involved from the start.</li> <li>• Identify the key areas of risk or concern to Iwi that require specific plans. Plan an approach to address those key areas in their related specific plan.</li> </ul>
Reasons	<ul style="list-style-type: none"> <li>• To enable early engagement to drive quick and appropriate decisions and actions. To achieve this, the appropriate approach taken must consider and address all key issues for Iwi.</li> </ul>
Actions	<ol style="list-style-type: none"> <li>1. Confirm key Iwi contacts. Use existing communications protocols. Establish new communications protocols if none exist.</li> <li>2. Watercare's Poutiaki Tikanga Māori (Principal Advisor) should be the owner for this task. They will use key communications messages and customise them for mana whenua.</li> </ol>

## Stage 3 — WHO declares a Public Health Emergency of International Concern

# Consolidated actions for all functions at Stage 3

The coordinator of each function will assign employees to the function's team to deliver the required actions.

## Intelligence Function at Stage 3

Focus	Key points/actions
Objectives	<ul style="list-style-type: none"> <li>• Confirm that the specific pandemic plan for the new pathogen can be deployed quickly.</li> </ul>
Reasons	<ul style="list-style-type: none"> <li>• To make sure we are ready to act quickly. A Public Health Emergency of International Concerns increases the chance that the pathogen may reach New Zealand.</li> </ul>
Actions	<ol style="list-style-type: none"> <li>1. Review the current international, national or local alert levels and advice (from sources including the WHO, CDC, MoH, and ARPHS), and make sure that Watercare is aligned with or ahead of national or local alert levels. <a href="#">Link to table in Key points for Incident Management Team</a></li> <li>2. Review the latest information about transmission routes and effective mitigation measures.</li> <li>3. Review the latest information about symptoms, morbidity and vulnerable staff.</li> <li>4. Review and evaluate the latest information about transmission risks via drinking water and wastewater.</li> <li>5. Evaluate the likelihood of travel restrictions and border closures, as well as the impacts on freight and port operations. Consider recalling staff who are currently overseas.</li> </ol>

Focus	Key points/actions
	<ol style="list-style-type: none"> <li>Keep monitoring to check if the Stage 4 trigger has been reached. This trigger is first cases appearing in New Zealand. If reached, tell the Incident Controller. The Incident Controller will assess the trigger after considering the outbreak's severity and escalate to Stage 4 if appropriate.</li> </ol>

## Planning Function at Stage 3

Focus	Key points/actions
Objectives	<ul style="list-style-type: none"> <li>Finish the plans and identify people for key roles. Consider how staff will be deployed to fulfil the roles.</li> <li>Identify key constraints that need addressing (such as critical spares and chemicals).</li> <li>Identify key areas where operations that need maintaining during a pandemic. Identify related requirements.</li> </ul>
Reasons	<ul style="list-style-type: none"> <li>To complete all preparations before any cases are detected in New Zealand, and to make sure we can maintain critical business operations during the pandemic. Preparation is vital as we will assume that the pathogen continues to spread.</li> </ul>
Actions	<ol style="list-style-type: none"> <li>Brief those staff who will support operational sites (hubs) about what they will need to do.</li> <li>Prepare specific information packs for each part of the business (such as Operations and Laboratory). Make sure the information pack starts with the overarching principles we will follow. <ul style="list-style-type: none"> <li>A and B Teams</li> <li>Rosters</li> <li>Management structure</li> <li>Arrangements for staff to shelter-in-place (remain in isolation on-site), if required.</li> </ul> </li> <li>Confirm which staff can (and are able to) work from home.</li> <li>Work with the <a href="#">Digital Function</a> to make sure remote working is possible (capacity and capability). Get the <a href="#">Digital Function</a> to carry out tests to make sure access and operations can continue remotely.</li> <li>Work with the <a href="#">Intelligence Function</a> to update the FAQs, and continue to regularly update them.</li> <li>Work with the <a href="#">Logistics Function</a> and the <a href="#">Operations Function</a> to make sure provisions are planned for shelter-in-place and key operational sites.</li> <li>Make sure plans for shelter-in-place accommodation are complete (such as campervans being placed at operational sites). Consult staff to ensure they are willing to work under these protocols.</li> <li>Make a plan about how to distribute provisions to sites.</li> <li>Identify the delivery protocols at sites (such as ways to limit interactions with on-site staff).</li> </ol>

Focus	Key points/actions
	<ol style="list-style-type: none"> <li>10. Identify accommodation to help with site separations and physical separation on site (including things like portacoms and portaloos), so teams can avoid cross-infection in common use areas.</li> <li>11. Prioritise water and wastewater services in order of criticality.</li> <li>12. Check and confirm the critical staff lists are current and reflect the latest information about vulnerable groups. Remove vulnerable staff from the critical staff lists and make adjustments to ensure functional A and B Teams and reserve bench will be available.  <a href="#">↓ WT2 - Critical staff list template</a></li> <li>13. Identify and prioritise continuity of construction projects. Consider project self-containment, location (such as an operational site) and the impact on current Watercare resources (such as the level of operational staff involvement).</li> <li>14. Identify projects that can be safely stopped. Identify projects that, due to their current situation/criticality, need to continue to an agreed and appropriate stop point.</li> </ol>

## Logistics Function at Stage 3

Focus	Key points/actions
Objectives	<ul style="list-style-type: none"> <li>• Identify the impact on lead times for parts and consumables.</li> </ul>
Reasons	<ul style="list-style-type: none"> <li>• To mitigate the risk to operational distribution from possible delays.</li> </ul>
Actions	<ol style="list-style-type: none"> <li>1. Assess the impacts of the escalating events on the supply chain given the outbreak's location and characteristics.</li> <li>2. Contact suppliers and confirm their stock holdings. Check and confirm those suppliers can continue to deliver their stock during the escalating conditions.</li> <li>3. Buy stock in advance (checking the robustness of the supply chain) to mitigate the risk of possible shortages. Identify suppliers who can deliver spares by air to make sure they arrive in New Zealand before the country activates border restrictions.  <a href="#">↓ WT6 - Supply chain — response strategy template</a>  <a href="#">↓ WT7 - Supply chain — response plans template</a></li> <li>4. Review the contract conditions (especially about pandemics and required stoppages) for construction providers, maintenance providers, and all other suppliers.</li> <li>5. Review the legal implications of these contract changes with organisations, including MBIE and MPI.</li> <li>6. Trial and test key scenarios to identify gaps and plug them.</li> </ol>

## Operations Function at Stage 3

Focus	Key points/actions
Objectives	<ul style="list-style-type: none"> <li>• Continue testing and developing ways to roll out plans at very short notice.</li> </ul>

Focus	Key points/actions
Reasons	<ul style="list-style-type: none"> <li>To continue preparations as the pathogen continues to spread. Ensure the business can maintain critical business operations even before any cases are detected in New Zealand.</li> </ul>
Actions	<ol style="list-style-type: none"> <li>Brief staff on what they need to do to support operational sites (hubs). Hold these briefings with the relevant business executive, production managers and wider operational teams.</li> <li>Deliver information packs to each part of the business. Give them to the managers only, and discuss the packs with them. At this stage, do not roll out the plans at operation sites (hubs).</li> <li>Work with the <a href="#">Digital Function</a> to confirm how hardware for remote working will be deployed and who will be responsible for doing this.</li> <li>Work with the <a href="#">Digital Function</a> to identify and brief staff who will deliver hardware and supporting software and hardware systems should remote working be implemented.</li> <li>Work with the <a href="#">Intelligence Function</a> on updating and answering the FAQs.</li> <li>Work with the <a href="#">Logistics Function</a> to confirm what accommodation is available for any shelter-in-place measures. Identify sites that will require shelter-in-place accommodation.</li> <li>Identify how utilities (such as power and water/sewerage) will be connected. Work with the <a href="#">Logistics Function</a> to confirm the suppliers (and contractors if needed) for this work. Identify locations at each site to put the shelter-in-place accommodation.</li> <li>Determine if any staff who will use shelter in place have special dietary requirements before stocking any shelter-in-place accommodation with food.</li> <li>Identify who will deliver accommodation and if extra Watercare staff are needed to move campervans and other accommodation/equipment to the sites.</li> <li>Work with the <a href="#">Operations coordinator</a> to identify the order of criticality for water and wastewater services. Work with them to develop protocols for rolling out these critical services when needed.</li> <li>Work with the <a href="#">Infrastructure team</a> to develop and identify (1) a list of active construction projects, and (2) a list construction projects that can be stopped at short notice. If necessary, work with <a href="#">Infrastructure delivery</a> to develop plans and identify project milestones where construction sites can be closed or shut down.</li> </ol>
Useful protocols, tools, and plans for site operations	<ul style="list-style-type: none"> <li>Approach/toolkit for operational sites to ensure continuity of site operations. → <a href="#">WS30 - Covid-19 operations toolkit</a></li> <li>Contact tracing protocol to track the spread of pandemic and put in place mitigation measures. → <a href="#">WS31 - Covid-19 contact tracing protocol</a> → <a href="#">WS32 - Contact tracing information sheet</a></li> <li>Welfare and Operations support plan. Welfare and Operations at each site will ensure that instructions from the Incident Management Team are followed. → <a href="#">WS33 - Covid-19 Welfare and Operations support plan</a></li> <li>Access plans</li> </ul>



Focus	Key points/actions
	<ul style="list-style-type: none"> <li>• Risk assessment tool for social distancing</li> <li>↓ <a href="#">WT14 - Social distancing at operational sites — risk assessment tool template</a></li> <li>• Shelter-in-place protocol</li> <li>→ <a href="#">WS34 - Covid-19 protocol for shelter in place (operational sites)</a></li> </ul>

## Welfare Function at Stage 3

Focus	Key points/actions
Objectives	<ul style="list-style-type: none"> <li>• Keep all Watercare employees and contractors informed so they understand what they need to do if the situation escalates.</li> </ul>
Reasons	<ul style="list-style-type: none"> <li>• To be ready to act quickly and safely should the pandemic escalate.</li> </ul>
Actions	<ol style="list-style-type: none"> <li>1. Activate key protocols and work with the <a href="#">Communication Function</a> and the <a href="#">Operations Function</a> to distribute initial posters and fact sheets to sites covering the following:</li> <li>2. Protocols <ul style="list-style-type: none"> <li>• Good hygiene practices</li> <li>→ <a href="#">WS8 - Watercare Hygiene Plan</a></li> <li>• Link learning modules</li> <li>• Physical distancing</li> <li>• Visitor screening</li> </ul> </li> <li>3. Posters <ul style="list-style-type: none"> <li>→ <a href="#">WS9 - Poster “Stop, do not enter Watercare site if ill”</a></li> <li>→ <a href="#">WS10 - Poster on hand washing</a></li> </ul> </li> <li>4. Confirm with vulnerable and at-risk staff that they will work from home.</li> <li>5. Confirm welfare processes and feedback loops are working as expected.</li> <li>6. Confirm site welfare representatives have been appointed. They will remain at the site throughout the pandemic.</li> <li>7. Brief the welfare support team. <ul style="list-style-type: none"> <li>→ <a href="#">WS33 - Covid-19 Welfare and Operations support plan</a></li> </ul> </li> <li>8. Desktop trial and test key scenarios to identify and resolve gaps. Do this across the Incident Management Team.</li> <li>9. Prepare staff for the potential of working from home.</li> <li>10. Establish what staff need so they can work from home (such as equipment) and make provision to move this equipment.</li> </ol>

## Communication Function at Stage 3

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Continue to inform staff about how the outbreak and related preparations are progressing. Give clear, up-to-date information. Give staff a sense of comfort that an incident management team is in place, is continuously monitoring the situation and is prepared to act if things change. At this stage, the pandemic has not reached New Zealand.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>To put in place an outlet to deliver reliable information to help keep everyone calm and informed while the pathogen continues to spread overseas.</li> <li>To provide clear concise information as guidance is critical. Misinformation will come from many sources and will significantly impact the organisation if not prevented or addressed.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>Update intranet and internet resources with the latest developments.</li> <li>Update the FAQs with the latest developments about the new pathogen.</li> <li>Answer staff questions when asked. Aim to be clear with staff and reassure them.</li> <li>Communicate updates to staff, customers, key stakeholders and the public.</li> <li>Prepare fact sheets about water and wastewater as well as related collateral for the wider public.               <ul style="list-style-type: none"> <li>→ <a href="#">WS35 - Covid-19 factsheet for public</a></li> <li>→ <a href="#">WS36 - Video by CEO for Watercare staff</a></li> <li>→ <a href="#">WS37 - Video on tips to keep safe for Watercare staff</a></li> </ul> </li> <li>Continually remind staff about hygiene measures to prevent the spread of disease given the characteristics of the pathogen. Find different ways to communicate these mantras to keep the messaging fresh. Some of these reminders are:               <ul style="list-style-type: none"> <li>Cover your cough and sneeze with a tissue (or into a shirt sleeve if wearing a shirt).</li> <li>Avoid shaking hands. Use alternatives such as nodding and elbow bumping.</li> <li>Keep your work area and home clean and disinfected.</li> <li>Stay home if you are ill. Ensure they understand that they will be paid.</li> <li>Wash hands often, especially before you eat; also after touching near your mouth, nose or eyes.</li> </ul> </li> </ol>

## Digital Function at Stage 3

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Complete planning for each of the identified areas of risk, including details about actions required, definition of 'complete', timeline and action owners.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>To ensure that digital actions associated with key areas of risk are planned for and completed quickly and adequately, as we assume the position will deteriorate further.</li> </ul>

Focus	Key points/actions
<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Carry out a trial to confirm the digital capacity for working from home. Identify and resolve any limitations.</li> <li>2. Review and assess the risk for any projects or processes that may affect business continuity at this time (such as changing systems, and cut-overs).</li> <li>3. Identify critical users and their roles.</li> <li>4. Understand the key locations.</li> <li>5. Finalise and share the support model, including support for control systems (SCADA).</li> <li>6. Understand the current end-user profiles of devices. Identify areas of risk (such as Win7 devices and users of desktop computers).</li> <li>7. Identify and prioritise users who need replacement devices.</li> <li>8. Complete discovery of the security profile and define the plan.</li> <li>9. Complete discovery of network constraints and define the plan.</li> <li>10. Complete a remediation plan for any critical systems (for example, the control system SCADA) that need action.</li> <li>11. Deploy devices to critical users.</li> <li>12. Finalise the approach to deploy devices and carry out set-up for users.</li> </ol>

## Iwi Liaison Function at Stage 3

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Complete planning for each of the identified areas of concern, including details about actions required, definition of 'completed', timeline and action owners.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>• To ensure actions associated with key areas of concern are planned for and completed quickly and appropriately.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>1. The Iwi liaison will continue updating mana whenua groups on Watercare's plan and approach to Stage 3.</li> </ol>

## Stage 4 — First cases confirmed in New Zealand

# Consolidated actions for all functions at Stage 4

The coordinator of each function will assign employees to the function's team to deliver the required actions.

## Intelligence Function at Stage 4

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Start rolling out the operational aspects of the customised pandemic plan under the assumption that events may rapidly escalate to Stage 5.</li> </ul>

Focus	Key points/actions
<b>Reasons</b>	<ul style="list-style-type: none"> <li>To take initial actions to protect staff and operations to ensure continuity of critical services. The pandemic has reached New Zealand. The risks to Watercare staff and the lifeline service we provide have increased.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>Continue to forecast pandemic developments and associated risks. Focus particularly on any indicators about a move to Stage 5 or local cases.</li> <li>Carry out a daily review of the WHO status of the potential pandemic, and the current national or local alert levels and advice (from MoH and ARPHS).</li> <li>Review the latest information about transmission routes and effective mitigation measures.</li> <li>Review and evaluate the latest information about transmission risks via drinking water and wastewater.</li> <li>Make sure that Watercare is aligned with or wherever possible ahead of national or local alert levels. <a href="#">Link to table in Key points for Incident Management Team</a></li> <li>Evaluate the likelihood of travel restrictions and border closures, as well as the impacts on freight and port operations. Recommend recall of staff who are overseas.</li> <li>Evaluate the likelihood and timing of changes to public transport schedules.</li> <li>Evaluate the likelihood of school closures.</li> <li>Keep monitoring to see if the Stage 5 trigger has been reached. This trigger is community transmission confirmed in New Zealand. If reached, tell the Incident Controller. The Incident Controller will assess the trigger after considering the outbreak's severity and escalates to Stage 5 if appropriate.</li> </ol>

## Planning Function at Stage 4

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Review the final plans and continue implementing the customised response to meet the challenges of the current outbreak.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>To roll out the customised plan to protect the provision of critical services. With cases now in New Zealand, the risk of interruptions to our critical services has increased significantly.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>Work with the <a href="#">Operations Function</a> who will roll out the plans.</li> <li>Brief the <a href="#">Operations Function</a> about initiating the plans, to make sure the Function understands the plans and can roll them out.</li> <li>Work with the <a href="#">Welfare Function</a> and the <a href="#">Operations Function</a> to capture feedback and actions.</li> <li>Work with the <a href="#">Communication Function</a>, the <a href="#">Intelligence Function</a> and the <a href="#">Welfare Function</a> to make sure staff communications are escalated.</li> <li>Confirm that plans to sequester essential staff on site are operating. Confirm the supply of food (as staff leaving sites to get food is to be avoided) and accommodation to staff at all sites.</li> </ol>

6. Monitor to make sure the plans are being followed.
7. Trial and test key scenarios to identify and plug gaps so as to prepare to move to Stage 5.
8. Implement A and B Teams for the Incident Management Team. Doing this will provide resilience and ensure that the impact on teams is minimised if someone in the team becomes a confirmed case.

## Logistics Function at Stage 4

Focus	Key points/actions
Objectives	<ul style="list-style-type: none"> <li>• Notify essential contractors and critical suppliers of their status.</li> </ul>
Reasons	<ul style="list-style-type: none"> <li>• To ensure that plans of critical and essential contractors and suppliers are in place to ensure continued operations.</li> </ul>
Actions	<ol style="list-style-type: none"> <li>1. Review the critical spares list. Assess the stock on hand, current burn rates and the potential for shortages.</li> <li>2. Review the critical chemicals list, consumables list and PPE list. Assess the stock on hand, current burn rates and potential shortages.  <a href="#">↓ WT15 - Personal Protective Equipment stock list template</a> </li> <li>3. Assess the impacts of escalating events on the supply chain given the outbreak's location and characteristics. Stockpile essential supplies centrally where shortages are expected.</li> <li>4. Consider asking suppliers to (1) send critical spares and consumables by air, and (2) stockpile these items if necessary.</li> <li>5. Start extra site cleaning, for high touch surfaces, as a health measure against the pathogen causing the outbreak.</li> <li>6. Supply emergency kits (food and water) to critical facilities.</li> <li>7. Notify critical and essential contractors and suppliers that we require them to remain operational to service Watercare as a Lifeline Utility under the Civil Defence and Emergency Management Act 2002. Prepare letters to critical and essential contractors and suppliers. Send them before the New Zealand Government imposes regional travel restrictions.</li> <li>8. Agree on contractor payments, legal status, and contract penalties. Review impact and payment terms for contractors and sub-contractors, arranging for them to receive prompt payment to protect their cash flow and ensure they remain operational.</li> <li>9. Trial and test key scenarios to identify and plug gaps, with the assumption that a move to Stage 5 is about to happen.</li> </ol>

## Operations Function at Stage 4

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Prepare the Operations Function to continue to roll out plans, completing this at very short notice. Make sure the Function is ready and well-briefed on what they need to do and when. At this stage the situation can change very quickly.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>• To make sure the Operations Function is fully resourced and clearly understands in which order to roll out our response measures. The risk of interruptions to our critical services is significantly increased with the arrival of the pathogen in New Zealand. New Zealand will likely impose measures to stop or minimise the pathogen's spread due to its nature, mode and ease of transmission. The country could raise alert levels within hours or days, including local or national lockdowns.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>10. Identify and brief additional resources that will be required.</li> <li>11. Work with the <a href="#">Planning Function</a>, the <a href="#">Logistics Function</a> and the <a href="#">Welfare Function</a> to review all plans and make sure the plans are ready to roll out.</li> <li>12. Deploy some Function members as coordinators at production hubs for as long as the situation continues.</li> <li>13. Start to separate key production teams into A and B Teams and the reserve bench.</li> <li>14. Suspend all business-related travel within New Zealand and overseas.</li> <li>15. Contact any staff who are overseas to alert them of the situation and advise them to return to New Zealand.</li> <li>16. Work with the <a href="#">Welfare Function</a> to discuss with staff (and their union representatives) any changes to shifts and rosters.</li> <li>17. Work with the <a href="#">Logistics Function</a> to identify potential for gaps in the supply chain for items, including critical spares and chemicals.</li> <li>18. Discuss with production managers and operations engineers any chemicals or parts likely to be affected. Develop related contingency plans to maintain operations.</li> <li>19. Trial and test key scenarios and plus gaps to prepare to move to Stage 5.</li> <li>20. Implement A and B Teams for the incident. This will provide resilience and make sure the team is less affected if someone in the team becomes a confirmed case.              → <a href="#">WS40 - General Watercare guidelines — Stage 4</a> </li> </ol>

## Welfare Function at Stage 4

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Maintain communication with staff to ensure all employees and contractors are fully informed. Deploy the Welfare Function to provide level of assurance and support as the pandemic escalates.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>• To keep everyone informed and supported as concerns around the pandemic escalate, to instill a sense of calm and provide assurance.</li> </ul>



Focus	Key points/actions
<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Deploy the Welfare Function to provide a targeted communication channel and wraparound support for people leaders and employees.</li> <li>2. Deliver on-site briefings at major sites. Make sure all staff attend the briefings.</li> <li>3. Confirm that welfare processes and feedback loops are working as expected. Ways to confirm include analysing metrics from the welfare app. If some processes and feedback loops are not yet included or working and are relevant to the current pandemic, note these for urgent review. → <a href="#">WS29 - Welfare app</a></li> <li>4. Track staff to determine their location and health status.</li> <li>5. Trial and test key scenarios to identify and plug gaps, with the assumption that a move to Stage 5 is about to happen.</li> <li>6. Work with the <a href="#">Communication Function</a> to make sure communications align with key messages to employees.</li> <li>7. Prepare non-essential staff so they are ready to work remotely at short notice. Commence home working where possible.</li> <li>8. Contact staff to make sure they have the necessary equipment to work remotely.</li> </ol>

## Communication Function at Stage 4

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Communicate regularly, clearly and concisely with staff, including any key actions and implications. Strengthen messages with personal cascaded messages and videos from the leadership team.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>• To understand that prompt, regular communication is vital now that New Zealand has confirmed cases of the pandemic.</li> <li>• To tell staff who will feel uncertain and nervous that we have plans and policies in place to support them, where to find those plans and policies, and what is in them. Deliver this message to staff regularly. Test to ensure these messages are being understood.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Facilitate regular communication about the pandemic.</li> <li>2. Incorporate these into the overarching communications plan, including: <ul style="list-style-type: none"> <li>• video presentations from the chief executive</li> <li>• how-to videos (such as hand washing)</li> <li>• cascade briefing for people managers</li> <li>• updated intranet and internet resources</li> <li>• updated FAQs about the new pathogen</li> <li>• answers to staff questions when they arise (via the dedicated email address)</li> <li>• updates to key customers, key stakeholders and the public.</li> </ul> </li> </ol>

## Digital Function at Stage 4

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Start rolling out digital action plans developed during the planning phase to support completion within target timelines. In particular, roll out the support model across all sites.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>To make sure actions associated with key areas of digital risk are planned for completion quickly and comprehensively.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>Monitor the impact of increased numbers of staff working from home. Identify and resolve any issue when they appear.</li> <li>Prepare to shut down non-essential functions and non-essential digital projects to a 'make safe' status.</li> <li>Review and assess risks from any projects or processes that may affect business continuity at this time, such as changing systems, and cut-overs. Roll out mitigation measures where potential interruptions are identified.</li> <li>Roll out the digital support model, including control systems (SCADA), across all locations.</li> <li>Start rolling out the security remediation plan.</li> <li>Start rolling out the network remediation plan.</li> <li>Start deploying devices as required to support prioritised users.</li> <li>Start planning how to restore any critical system should they become unavailable.</li> </ol>

## Iwi Liaison Function at Stage 4

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Start rolling out action plans defined during the planning phase to support completion within target timelines.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>To make sure actions associated with key areas of concern are completed quickly and adequately.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>The Iwi liaison will continue updating mana whenua groups on Watercare's plan and approach to Stage 4.</li> </ol>

## Stage 5 — Community transmission confirmed in New Zealand (Lockdown levels)

# Consolidated actions for all functions at Stage 5

The coordinator of each function will assign employees to the function's team to deliver the required actions.

## Intelligence Function at Stage 5

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Roll out the customised response to the new pathogen. Scale back non-essential operations. Complete site separation. Enable non-essential staff to work from home. Make sure enough chemicals, consumables, PPE and critical spares are in stock, are on site.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>To ensure actions to protect Watercare staff and maintain core water and wastewater services are in place and being used, since community transmission has occurred and there is increased likelihood that the pandemic will or has directly impacted Watercare staff</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>Continue to model the pandemic curve to assess numbers affected and likely risks.</li> <li>Carry out a daily review of advice from the MoH on topics such as case definitions, symptoms, management of cases and close contacts.</li> <li>Make sure that Watercare is ahead of national or local alert levels. <a href="#">Link to table in Key points for Incident Management Team</a></li> <li>Review the latest information about transmission routes and effective mitigation measures.</li> <li>Review and evaluate the latest information about transmission risks via drinking water and wastewater.</li> <li>Continue to forecast pandemic developments and associated risks. Focus particularly on any indicators for length of time at Stage 5.</li> <li>Review actions needed to move to the post-peak phase of the pandemic plan.</li> </ol>

## Planning Function at Stage 5

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Make sure everything is fully in place and working. This includes the new operating model, enabling staff to work from home, separation of sites and physical separation on sites.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>To ensure critical services and business can continue while community transmission is ongoing.</li> <li>To keep ahead of the escalating situation, including watching for and moving between NZ Alert Levels.</li> </ul>

Focus	Key points/actions
<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Monitor and plan for rolling out shelter-in-place.</li> <li>2. Review and monitor the situation. Address and resolve any issues as they arise.</li> <li>3. Continue to trial and test key scenarios to identify and plug gaps. Do this across all functions in the Incident Management Team.</li> <li>4. Monitor and adapt the plans to meet the government's latest guidance.</li> </ol>

## Logistics Function at Stage 5

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Carry out ongoing reviews of critical items. Keep monitoring the situation, including liaising with critical and essential providers.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>• To monitor and manage ongoing risks to avoid problems with provision and distribution of critical supplies.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Provide supplies (such as grocery packs) to facilities where essential staff are located and isolated.</li> <li>2. Review the critical spares list. Assess the stock on hand, burn rates and potential shortages.</li> <li>3. Review the critical chemicals, consumables and PPE list. Assess the stock on hand, current burn rates and potential for shortages.</li> <li>4. Assess impacts of escalating events on the supply chain given the outbreak's characteristics. To avoid shortages, proactively identify suppliers who can air freight supplies.</li> <li>5. Place additional orders to increase stocks. Stock should be maintained above normal order and supply levels.</li> <li>6. Continue to identify and plug gaps.</li> <li>7. Review and monitor the situation. Address and resolve any issues when they appear.</li> </ol>

## Operations Function at Stage 5

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Complete roll out of the developed plans.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>• To maintain essential services while community transmission is ongoing.</li> <li>• To keep ahead of the escalating situation, including watching for and moving between NZ Alert Levels.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Put into place and continue lockdown protocols, including site separation, delivery of essential supplies such as food, and restricted access to and travel between sites.</li> <li>2. Activate the self-containment plan.</li> </ol>

Focus	Key points/actions
	<ol style="list-style-type: none"> <li>3. Review and monitor the situation. Address and resolve any issue when they appear.</li> <li>4. Cancel all non-essential face-to-face meetings.</li> <li>5. Scale back non-essential operations where possible.</li> <li>6. Enforce pandemic policies for physical distancing, telecommuting, and screening employees for illness.</li> <li>7. Provide 'Critical Response Personnel Cards' for critical staff so they can move around sites and respond to incidents during a mandatory nationwide lockdown. <ul style="list-style-type: none"> <li>→ <a href="#">WS38 - Covid-19 example of critical response personnel cards</a></li> <li>→ <a href="#">WS39 - Covid-19 critical response personnel cards — issuing and tracking guidelines</a></li> </ul> </li> <li>8. Activate Critical Teams (A and B Teams). Confirm that the reserve bench can fill critical roles.</li> <li>9. Activate all site separation plans. Limit travel between sites.</li> <li>10. Prevent visitors from accessing sites unless they are carrying out an essential function. <ul style="list-style-type: none"> <li>↓ <a href="#">WT2 - Critical staff list template</a></li> </ul> </li> <li>11. Staff to work from home where possible.</li> <li>12. Review and assess risks for any projects or processes that may affect business continuity (such as changing systems, and cut overs). Roll out mitigation measures where potential for interruptions are identified.</li> <li>13. Confirm shut down of non-essential functions and infrastructure construction projects to a 'made safe' status. Construction sites are high-risk areas and must be made safe if left unattended.</li> <li>14. Provide the following infection control supplies and make them available to employees at all times: <ul style="list-style-type: none"> <li>• soap and paper towels in washrooms</li> <li>• soap and paper towels in kitchen areas</li> <li>• hand sanitiser stations at various work areas</li> <li>• tissues</li> <li>• mediwipes</li> <li>• disinfectant spray for surfaces</li> <li>• waste bins with lids and plastic linings for tissue disposal.</li> </ul> </li> <li>15. Trial and test key scenarios to identify and plug gaps.</li> </ol>
Sample guides from the Covid-19 pandemic	<p>The following samples are provided to aid management of staff and operations during Stage 5</p> <ul style="list-style-type: none"> <li>→ <a href="#">WS11 - Working from home — employee guide</a></li> <li>→ <a href="#">WS12 - Working from home — people leaders' guide</a></li> <li>→ <a href="#">WS13 - How to manage leave — people leaders' guide</a></li> <li>→ <a href="#">WS14 - Managing special leave — people leaders' guide</a></li> <li>→ <a href="#">WS15 - Managing vulnerable employees — people leaders' guide</a></li> <li>↓ <a href="#">WT8 - Health screening for visitors template</a></li> <li>→ <a href="#">WS16 - What to do when a worker shows symptoms</a></li> <li>→ <a href="#">WS20 - Transporting workers showing symptoms — people leaders' guide</a></li> </ul>

Focus	Key points/actions
	<ul style="list-style-type: none"> <li>→ <a href="#">WS17 - What to do when a worker at home shows symptoms</a></li> <li>↓ <a href="#">WT9 - Symptomatic worker tracking form template</a></li> <li>→ <a href="#">WS18 - Disinfecting your workplace if someone is ill</a></li> <li>→ <a href="#">WS21 - Decision flow chart — Ops Production Plant (symptomatic and positive staff)</a></li> <li>→ <a href="#">WS22 - Decision flow chart — Ops Production Plant shift (symptomatic and positive staff)</a></li> <li>→ <a href="#">WS23 - Decision flow chart — Watercare staff unable to work</a></li> <li>→ <a href="#">WS24 - Decision flow chart — Watercare staff impacted by family</a></li> <li>→ <a href="#">WS25 - Covid-19 return to work following illness — people leaders' guide</a></li> <li>→ <a href="#">WS26 - Covid-19 return to work — employee guide</a></li> <li>→ <a href="#">WS41 – General Watercare guidelines – moving from Stage 5 to earlier stages</a></li> <li>↓ <a href="#">WT10 - Return to work symptoms record template</a></li> </ul>

## Welfare Function at Stage 5

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Roll out all plans and measures fully. Keep monitoring their effectiveness to help staff stay safe and well.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>• To keep our workforce safe and well to reduce the risk of the pandemic impacting Watercare's delivery of essential services.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Work with Welfare support to ensure staff are looked after and operating effectively.</li> <li>2. Confirm welfare processes and feedback loops are working as expected. Analyse metrics from the people tracker app and welfare app. → <a href="#">WS29 - Welfare app</a></li> <li>3. Keep records of staff who were confirmed cases but have recovered. Any staff with potential acquired immunity may be vital for maintaining operations.</li> <li>4. Trial and test key scenarios to identify and plug gaps. Continue supporting the other Functions in the Incident Management Team.</li> <li>5. Review and monitor the situation. Address and resolve any issue when it appears.</li> <li>6. Keep monitoring plans to (1) make sure they are effective, and (2) enable us to respond to issues and adapt our response as needs change.</li> <li>7. Check in with the staff regularly, including their site representatives. These staff should also maintain regular contact with those working from home.</li> </ol>

## Communication Function at Stage 5

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Communicate with staff quickly, clearly and regularly. A community outbreak will create widespread uncertainty in the workplace. People will be anxious about</li> </ul>



Focus	Key points/actions
	<p>contracting the infection, getting guidance about sick leave, how they can work flexibly from home, and what the organisation is doing to keep staff safe.</p> <ul style="list-style-type: none"> <li>• Contact staff about key actions and implications regularly. Make communications clear and concise. Use personal messages (videos) from the leadership team to strengthen these communications.</li> </ul>
Reasons	<ul style="list-style-type: none"> <li>• To stay informed and connected. This is vital during a national lockdown (such as during the Covid-19 pandemic) when a significant portion of the workforce may be working remotely.</li> <li>• To ensure staff who feel uncertain and nervous know that we have plans and policies in place to support them, where to find those plans and policies, and what is in them. Deliver this message to staff regularly.</li> <li>• To tell staff they should not come to work if they or members of their family fall ill.</li> </ul>
Actions	<ol style="list-style-type: none"> <li>1. Continue communicating updates to all staff.</li> <li>2. Update intranet and internet resources about the outbreak.</li> <li>3. Update FAQs about the new pathogen.</li> <li>4. Answer staff questions as they arise.</li> <li>5. Make sure communications are escalated. Provide different ways to communicate the protocols, including using guidance and videos.</li> <li>6. Continue communicating updates to key customers, key stakeholders and the public.</li> </ol>

## Digital Function at Stage 5

Focus	Key points/actions
Objectives	<ul style="list-style-type: none"> <li>• Complete rolling out digital action plans defined during planning, such as carrying out remediation work on security, network, and making sure critical control systems stay available.</li> </ul>
Reasons	<ul style="list-style-type: none"> <li>• To make sure all key users are able to carry out critical functions on site and/or remotely.</li> </ul>
Actions	<ol style="list-style-type: none"> <li>1. Deliver support across all locations.</li> <li>2. Finish implementing the security remediation plan.</li> <li>3. Finish implementing the remediation plan for the network and the control system.</li> <li>4. Finish deploying devices to the next level of prioritised users.</li> <li>5. Finish plans to make available again any critical system that becomes unavailable.</li> <li>6. Provide support to respond to issues / service outages and maintain required digital support.</li> </ol>

## Iwi Liaison Function at Stage 5

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Finish implementing the action plans defined during planning.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>• To address and resolve all key issues and concerns.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>1. The Iwi liaison will continue updating mana whenua groups on Watercare's plan and approach to Stage 5.</li> </ol>

## Stage 6 — Post-peak with New Zealand cases decreasing

# Consolidated actions for all functions at Stage 6

The coordinator of each function will assign employees to the function's team to deliver the required actions.

## Intelligence Function at Stage 6

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Plan for a resurgence or second wave of the pandemic.</li> <li>• Support restoration of functions following lockdown in Stage 5</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>• To start re-instating key parts of the business while maintaining good hygiene practices, physical distancing and contact tracing principles to mitigate risks.</li> <li>• To ensure the business is prepared to face a second wave of the pandemic that may require moving back up a stage or stages at any time.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Review guidance from government and industry sources to find out what the changed conditions allow. Examples of sources are government legislation, government websites dedicated to the pandemic, MoH, MBIE, WorkSafe and industry guides such as Construction Health and Safety New Zealand (CHASNZ).</li> <li>2. Define which business operations can proceed under the changed conditions. Advise all teams or functions.</li> <li>3. Prepare a checklist that sets out the points to consider when operating under the changed conditions.</li> <li>4. Keep monitoring advice on topics such as case definitions, symptoms, management of cases and close contacts. Gather information about activities that will be allowed if the situation continues to de-escalate, and how this will impact Watercare.</li> <li>5. Continue to forecast pandemic developments and associated risks. Focus particularly on any indicators about length of time at Stage 6.</li> <li>6. Make sure that Watercare is aligned with or has adopted a more conservative approach than Government</li> </ol> <p><a href="#">Link to table in Key points for Incident Management Team</a></p>

7. Work with other industry, local and national government groups to develop protocols, which will allow a safe return of non-essential projects and operations.

## Planning Function at Stage 6

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Start planning to transition the business back from lockdown.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>To ensure a structured and safe transition from Stage 5 (comparative to NZ Alert Levels 4 or Level 5) as the nation's economy and our businesses start to reopen.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>Work with the <a href="#">Operations Function</a> and the <a href="#">Intelligence Function</a> to find out which operations are permitted by government.</li> <li>Assess the list of permitted business operations to identify and decide which are priorities for Watercare.</li> <li>Work with industry groups, local and national agencies/government to develop these protocols.</li> <li>Develop a plan to resume these activities in a way that complies with government requirements and industry guidance. This process should deliver a guidance document for Watercare under the new conditions.</li> <li>Give specific guidance to those parts of the business that will resume further activities under the new conditions.</li> <li>Infrastructure construction               <ul style="list-style-type: none"> <li>↓ <a href="#">WT16 - Construction project start-up form template</a></li> <li>→ <a href="#">WS42 - Infrastructure teams — working at Stage 6</a></li> </ul> </li> <li>Non-infrastructure construction               <ul style="list-style-type: none"> <li>↓ <a href="#">WT17 - General contractor start-up form template</a></li> <li>↓ <a href="#">WT18 - Letter to non-infrastructure contractors template</a></li> <li>→ <a href="#">WS44 - Non infrastructure contractors — working at Stage 6</a></li> </ul> </li> <li>Maintenance               <ul style="list-style-type: none"> <li>↓ <a href="#">WT19 - Maintenance contractor start-up form template</a></li> <li>↓ <a href="#">WT20 - Letter to maintenance contractors template</a></li> <li>→ <a href="#">WS43 - Maintenance contractors — working at Stage 6</a></li> </ul> </li> </ol>

## Logistics Function at Stage 6

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Ensure that stocks are back to normal levels and additional reserves are in place in case of any resurgence.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>To expect and plan for resurgence, ensuring all business units are able to stock up when returning to normal operations.</li> </ul>

Actions	<ol style="list-style-type: none"> <li>1. Assess the impacts of these events on the supply chain given the outbreak's characteristics.</li> <li>2. Review and monitor the situation. Address and resolve any issues.</li> <li>3. Re-assess future re-order levels for critical stocks.</li> </ol>
---------	---

## Operations Function at Stage 6

Focus	Key points/actions
Objectives	<ul style="list-style-type: none"> <li>• Transition the business back from Stage 5 to a more business-as-usual model.</li> </ul>
Reasons	<ul style="list-style-type: none"> <li>• To ensure a structured and safe transition from Stage 5 as the nation's economy and our businesses start to return to a more normal operating mode.</li> </ul>
Actions	<ol style="list-style-type: none"> <li>1. Work with the <a href="#">Planning Function</a> to make sure that operations being started under the new conditions are safe.</li> <li>2. Work with the <a href="#">Communication Function</a> to make sure that the protocols for how to operate under the new conditions are properly communicated to the affected business units.</li> <li>3. Carry out scenario tests using the new protocols to confirm they are appropriate and provide a safe operating environment.</li> </ol>

## Welfare Function at Stage 6

Focus	Key points/actions
Objectives	<ul style="list-style-type: none"> <li>• Make sure employees and contractors are able to work with the new restrictions when this is permitted.</li> <li>• Maintain communication and wellbeing support even when the pandemic's status changes.</li> </ul>
Reasons	<ul style="list-style-type: none"> <li>• To keep employees safe, well and informed while we respond to changes as and when they happen.</li> </ul>
Actions	<ol style="list-style-type: none"> <li>1. Work with the <a href="#">Intelligence Function</a> to make sure that staff (people and culture or human resources) policies and guidance to the business are consistent with the latest information from government, and with industry guidelines.</li> <li>2. Work with the <a href="#">Operations Function</a> to use scenario tests to confirm which and how all relevant welfare processes are working.</li> <li>3. Keep records of staff who were confirmed cases but have recovered. Any staff with potential acquired immunity may be vital for maintaining operations in future outbreaks.</li> <li>4. Review and monitor the situation. Address and resolve any issue as they appear.</li> <li>5. Review all procedural documents that need adapting because of guidance changes.</li> </ol>

6. Carry out a safety review so that any works (such as construction or production activities) can restart.

## Communication Function at Stage 6

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Prepare and distribute key messages well in advance so that the business units have enough time to prepare to step down a level. At this stage, some confusion is likely about what activities are allowed, or remain suspended.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>• To make sure all communications are delivered quickly and clearly. This is vital to tackle any behavioural breaches and remind staff of the risks still present. Feedback is especially important as people may become complacent as protocols are eased.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Work with the <a href="#">Planning Function</a> and <a href="#">Operations Function</a> to make sure that the protocols on operating under the new conditions are effectively communicated to the business.</li> <li>2. Make sure that resources such as the intranet are updated and contain guidance on how to operate at the new level.</li> </ol>

## Digital Function at Stage 6

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Continue to support users working in the office and remotely.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>• To ensure support continues without interruption.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Deliver support across all locations.</li> <li>2. Manage and support security changes.</li> <li>3. Manage and support network and control system changes.</li> <li>4. Continue to deploy devices to the next level of prioritised users.</li> <li>5. Manage and support remote access to critical systems.</li> <li>6. Review additional digital actions, including upgrades, which can now be restarted.</li> </ol>

## Iwi Liaison Function at Stage 6

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Continue to support Iwi concerns and monitor the situation.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>• To address and resolve all concerns. Monitor all positive and negative changes.</li> </ul>

Actions	1. The Iwi liaison will continue updating mana whenua groups on Watercare's plan and approach to Stage 6.
---------	---

## Stage 7 – Post-peak with New Zealand cases contained

# Consolidated actions for all functions at Stage 7

The coordinator of each function will assign employees to the function's team to deliver the required actions.

## Intelligence Function at Stage 7

Focus	Key points/actions
Objectives	<ul style="list-style-type: none"> <li>Monitoring pandemic related effects nationally and internationally that could indicate a resurgence or second wave of the pandemic or have a material impact to Watercare business</li> <li>Ensure pandemic related effects are escalated to the Incident Controller or appropriate business unit if they indicate a resurgence or material impact to Watercare business, including but not limited to changes in border controls, changes in shipping and freight conditions, pandemic status internationally, pandemic treatment or vaccine status.</li> </ul>
Reasons	<ul style="list-style-type: none"> <li>To ensure key parts of the business are reinstated while maintaining good hygiene practices, physical distancing and contact tracing principles to mitigate risks.</li> </ul>
Actions	<ol style="list-style-type: none"> <li>Review guidance from government and industry sources to find out what the changed conditions allow. Examples of sources are government legislation, government websites dedicated to the pandemic, MoH, MBIE, WorkSafe and industry guides such as CHASNZ.</li> <li>Define which business operations can proceed under the changed conditions.</li> <li>Review the guidance provided to Watercare from previous stages. Note ways to change the guidance so it aligns with the new conditions at Stage 7.</li> <li>Keep monitoring advice from MoH on topics such as case definitions, symptoms, management of cases and close contacts. Make sure that Watercare is aligned with or has adopted a more conservative approach than Government. <a href="#">Link to table in Key points for Incident Management Team</a></li> <li>Prepare a review of the likely scenarios that could lead to the end of the Covid-19 pandemic. These may include an overview of the pandemic exit strategies at an international, national and regional level. Define the implications of these exit strategies for Watercare.</li> </ol>



## Planning Function at Stage 7

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Change the structure of business operations in line with the reduced risk profile. Complete changes in a structured and controlled way.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>To keep track of and support business continuity. The outbreak is being contained. The risk to business continuity due to the current operating constraints is now greater than the risk from the pathogen.</li> <li>To make sure the changes in protocol as we move to Stage 8 are clear.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>Work with the Intelligence Function to find out which operations will be permitted by the government.</li> <li>Identify and decide which permitted business operations are priorities for Watercare (such as safety inspections and preventive maintenance). Use the list of permitted business operations to prioritise.</li> <li>Develop a plan to resume these activities in a way that complies with government requirements and industry guidance. This process should deliver a guidance document for Watercare under the new conditions.</li> <li>Work with the <a href="#">Welfare Function</a> to manage the concerns of staff. Identify staff who have challenges with different ways of working, and those who have challenges returning to their previous way of working.</li> <li>Make sure all staff and teams return to the office to meet and re-connect for some periods of time in the next two to four weeks.</li> </ol>

## Logistics Function at Stage 7

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Ensure business units are able to resupply for normal operations</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>To ensure all business units are stocked up and able to return to normal operations</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>Review and monitor the situation. Consider the implications of spending an extended period of time at the current level. Address and resolve other issues as they appear.</li> </ol>

## Operations Function at Stage 7

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Change the structure of business operations in line with the reduced risk profile. Prioritise and complete the changes in a structured and controlled way.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>To keep track of, and support, business continuity. The outbreak is being contained. The risk to business continuity due to the current operating constraints is now greater than the risk from the pathogen.</li> </ul>

Focus	Key points/actions
<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Work with the <a href="#">Planning Function</a> to make sure that the operations being started under the new conditions are feasible.</li> <li>2. Work with the <a href="#">Communication Function</a> to make sure that the protocols for how to operate under the new conditions are properly communicated to the affected business units.</li> <li>3. Carry out scenario tests using the new protocols to confirm they are functional.</li> <li>4. Review future stock and re-order levels.</li> <li>5. Carry out contact tracing drills to make sure records are being kept and can be accessed quickly.</li> <li>6. Review resourcing levels of the Operations team to match workload.</li> <li>7. Reduce and then stage removal of the shelter in place, temporary accommodation and other temporary measures from the production sites.</li> <li>8. Make sure all signs and information are up to date and have been distributed.</li> <li>9. Demobilise the site representatives and return them to their normal operations.</li> <li>10. Work with the <a href="#">Logistics Function</a>, the <a href="#">Planning Function</a> and the <a href="#">Welfare Function</a> to prepare staff to return to work after remote working was rolled out at Stage 5. Agree new working protocols for office and home.</li> <li>11. Work with the <a href="#">Logistics Function</a>, the <a href="#">Planning Function</a> and the <a href="#">Welfare Function</a> to update information and materials.</li> </ol>

## Welfare Function at Stage 7

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Keep employees and contractors safe and well as the risk profile reduces. Provide information and support to adapt to the changing conditions.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>• To make sure our people are equipped to safely transition to pre-pandemic capacity levels when the risk profile reduces.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Work with the <a href="#">Intelligence Function</a> to make sure that staff (people and culture or human resources) policies and guidance to the business are consistent with the latest information from the government, and with industry guidelines.</li> <li>2. Work with the <a href="#">Operations Function</a> and use scenario tests to confirm that welfare processes are working.</li> <li>3. Review and monitor the situation. Address and resolve any issue that appears.</li> <li>4. Monitor all activity and processes in our response so we can respond if a second wave is indicated.</li> <li>5. Make sure protocols and processes are in place to facilitate a graduated return to business operations.</li> <li>6. Review the Welfare support model. Facilitate a handover from the Welfare incident function to business units.</li> </ol>

## Communication Function at Stage 7

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Ensure that staff are aware of the changes to activities/operations during the downgrading of levels</li> <li>• Reiterate the need to be vigilant despite the cases being contained</li> <li>• Keep highlighting the golden rules — maintain a high standard of hygiene, stay home if sick, and swipe in and out to enable contact tracing</li> <li>• Update staff asap if situation changes and the risk of community transmission increases.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>• To keep staff informed of changes at the new alert level</li> <li>• To prevent complacency and risky behaviour from creeping in and impacting the provision of services</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Work with the <a href="#">Planning Function</a> and the <a href="#">Operations Function</a> to make sure the protocols on operating under the new conditions are effectively communicated to the business.</li> <li>2. Make sure that resources such as the intranet are updated and contain guidance on how to operate at the new level.</li> <li>3. Test that new working protocols are being followed.</li> </ol>

## Digital Function at Stage 7

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Continue to support users working in the office and remotely. Plan for workers to return to the office for some part of their duties.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>• To make sure required support continues.</li> <li>• To re-establish items (such as desks/equipment) where required.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Deliver support across all locations.</li> <li>2. Manage and support security changes.</li> <li>3. Manage and support network / control system changes.</li> <li>4. Finish deploying devices to the next level of prioritised users.</li> <li>5. Manage and support remote access to critical systems.</li> <li>6. Plan for all staff to return to the office.</li> </ol>

## Iwi Liaison Function at Stage 7

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Continue to support Iwi and make plans to hand over any activity to Iwi as scheduled.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>To make sure support continues. Help to re-establish self-dependency as required.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>The Iwi liaison will continue updating mana whenua groups on Watercare's plan and approach to Stage 7.</li> </ol>

## Stage 8 — Post pandemic

At Stage 8, the Incident Management Team's has these key actions.

- Collate information by way of a comprehensive debrief and lessons learned session. Then update the pandemic plan and supporting plans.
- Continue horizon scanning by the Intelligence Function of the community and the world, with regular feedback to the Incident Controller for action as necessary.
- Confirm the incident is closed. Stand down the IMT, whose members will return to their normal duties.
- Discuss and enable a comprehensive handover to Risk and Resilience team in a move back to Stage 1.

# Actions by function

Each function's actions, from stage two to stage eight, are noted below.

## Intelligence Actions

### Intelligence Function Actions at Stage 1 (No obvious risk)

There are no actions for the Intelligence Function at Stage 1, since the IMT is not formed at this stage. Risk and Resilience manages this stage.

### Intelligence Function Actions at Stage 2 (Sustained human transmission in two or more countries)

Focus	Key points/actions
<b>Objectives</b>	<p>Review existing resources. Develop a specific response to limit the impact from the new pathogen.</p> <p>Key factors to consider are the:</p> <ul style="list-style-type: none"> <li>• characteristics of the pathogen</li> <li>• mode and efficiency of transmission</li> <li>• type and severity of disease caused (mortality and morbidity)</li> <li>• risk that the pathogen might reach and initiate community transmission in New Zealand</li> <li>• region in which the pathogen emerged, and actions already taken in that region that could impact on Watercare (such as interruptions in supply chain and in staff travel).</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>• To know and understand the pathogen's characteristics so we know how the pandemic may impact staff and operations. Each pathogen is different, with its own characteristics. Similarly, each pandemic will have its own characteristics.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Source the latest guidance from these entities about how to respond to the pathogen: WHO; Centers for Disease Control and Prevention (CDC); Ministry of Health (MoH); Auckland Regional Public Health Service (ARPHS); Ministry of Business, Innovation and Employment (MBIE); and Ministry of Primary Industries (MPI).</li> <li>2. The information gathered should cover: <ul style="list-style-type: none"> <li>• type and characteristics of the pathogen</li> <li>• how to respond to symptoms and manage close contacts of symptomatic people</li> <li>• examples of outbreaks caused by similar pathogens</li> <li>• persistence of the pathogen on surfaces and in water</li> <li>• symptoms</li> <li>• incubation period before symptoms appear</li> </ul> </li> </ol>

Focus	Key points/actions
	<ul style="list-style-type: none"> <li>• potential for transmission via drinking water and wastewater</li> <li>• the dominant mode of transmission, and ease of transmission</li> <li>• information on morbidity and fatality rates</li> <li>• effectiveness of preventive actions such as hand washing, surface cleaning, physical distancing, personal protective equipment (PPE), and self-isolation</li> <li>• Information for managing people at increased risk, such as those with pre-existing conditions (such as diabetes and asthma)</li> <li>• regions most at risk, and the impact on supply chains and staff travel.</li> </ul> <ol style="list-style-type: none"> <li>3. Communicate the above guidance to the rest of the IMT.</li> <li>4. Create a list of frequently asked questions (FAQs) about the outbreak that address issues relevant to Watercare. → <a href="#">WS5 - Covid-19 FAQ document</a></li> <li>5. Start plotting or reviewing epidemic curves to help track the outbreak's trajectory.</li> <li>6. Keep monitoring to check if the Stage 3 trigger has been reached. This trigger is the WHO declaring a Public Health Emergency of International Concern (PHEIC). If declared, tell the Incident Controller. The Incident Controller will assess the trigger after considering the outbreak's severity and escalate to Stage 3 if appropriate.</li> </ol>

## Intelligence Function Actions at Stage 3 (WHO declares a Public Health Emergency of International Concern)

Focus	Key points/actions
Objectives	<ul style="list-style-type: none"> <li>• Confirm that the specific pandemic plan for the new pathogen can be deployed quickly.</li> </ul>
Reasons	<ul style="list-style-type: none"> <li>• To make sure we are ready to act quickly. A Public Health Emergency of International Concerns increases the chance that the pathogen may reach New Zealand.</li> </ul>
Actions	<ol style="list-style-type: none"> <li>1. Review the current international, national or local alert levels and advice (from sources including the WHO, CDC, MoH, and ARPHS), and make sure that Watercare is aligned with or ahead of national or local alert levels. <a href="#">Link to table in Key points for Incident Management Team</a></li> <li>2. Review the latest information about transmission routes and effective mitigation measures.</li> <li>3. Review the latest information about symptoms, morbidity and vulnerable staff.</li> <li>4. Review and evaluate the latest information about transmission risks via drinking water and wastewater.</li> <li>5. Evaluate the likelihood of travel restrictions and border closures, as well as the impacts on freight and port operations. Consider recalling staff who are currently overseas.</li> <li>6. Keep monitoring to check if the Stage 4 trigger has been reached. This trigger is first cases appearing in New Zealand. If reached, tell the Incident Controller. The Incident Controller will assess the trigger after considering the outbreak's severity and escalate to Stage 4 if appropriate.</li> </ol>



## Intelligence Function Actions at Stage 4 (First cases confirmed in New Zealand)

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Start rolling out the operational aspects of the customised pandemic plan under the assumption that events may rapidly escalate to Stage 5.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>To take initial actions to protect staff and operations to ensure continuity of critical services. The pandemic has reached New Zealand. The risks to Watercare staff and the lifeline service we provide have increased.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>Continue to forecast pandemic developments and associated risks. Focus particularly on any indicators about a move to Stage 5 or local cases.</li> <li>Carry out a daily review of the WHO status of the potential pandemic, and the current national or local alert levels and advice (from MoH and ARPHS).</li> <li>Review the latest information about transmission routes and effective mitigation measures.</li> <li>Review and evaluate the latest information about transmission risks via drinking water and wastewater.</li> <li>Make sure that Watercare is aligned with or wherever possible ahead of national or local alert levels. <a href="#">Link to table in Key points for Incident Management Team</a></li> <li>Evaluate the likelihood of travel restrictions and border closures, as well as the impacts on freight and port operations. Recommend recall of staff who are overseas.</li> <li>Evaluate the likelihood and timing of changes to public transport schedules.</li> <li>Evaluate the likelihood of school closures.</li> <li>Keep monitoring to see if the Stage 5 trigger has been reached. This trigger is community transmission confirmed in New Zealand. If reached, tell the Incident Controller. The Incident Controller will assess the trigger after considering the outbreak's severity and escalates to Stage 5 if appropriate.</li> </ol>

## Intelligence Function Actions at Stage 5 (Community transmission confirmed in New Zealand)

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Roll out the customised response to the new pathogen. Scale back non-essential operations. Complete site separation. Enable non-essential staff to work from home. Make sure enough chemicals, consumables, PPE and critical spares are in stock, are on site.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>To ensure actions to protect Watercare staff and maintain core water and wastewater services are in place and being used, since community transmission has occurred and</li> </ul>

Focus	Key points/actions
	there is increased likelihood that the pandemic will or has directly impacted Watercare staff
<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Continue to model the pandemic curve to assess numbers affected and likely risks.</li> <li>2. Carry out a daily review of advice from the MoH on topics such as case definitions, symptoms, management of cases and close contacts.</li> <li>3. Make sure that Watercare is ahead of national or local alert levels. <a href="#">Link to table in Key points for Incident Management Team</a></li> <li>4. Review the latest information about transmission routes and effective mitigation measures.</li> <li>5. Review and evaluate the latest information about transmission risks via drinking water and wastewater.</li> <li>6. Continue to forecast pandemic developments and associated risks. Focus particularly on any indicators for length of time at Stage 5.</li> <li>7. Review actions needed to move to the post-peak phase of the pandemic plan.</li> </ol>

## Intelligence Function Actions at Stage 6 (Post-peak with New Zealand cases decreasing)

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Plan for a resurgence or second wave of the pandemic.</li> <li>• Support restoration of functions following lockdown in Stage 5</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>• To start re-instating key parts of the business while maintaining good hygiene practices, physical distancing and contact tracing principles to mitigate risks.</li> <li>• To ensure the business is prepared to face a second wave of the pandemic that may require moving back up a stage or stages at any time.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Review guidance from government and industry sources to find out what the changed conditions allow. Examples of sources are government legislation, government websites dedicated to the pandemic, MoH, MBIE, WorkSafe and industry guides such as Construction Health and Safety New Zealand (CHASNZ).</li> <li>2. Define which business operations can proceed under the changed conditions. Advise all teams or functions.</li> <li>3. Prepare a checklist that sets out the points to consider when operating under the changed conditions.</li> <li>4. Keep monitoring advice on topics such as case definitions, symptoms, management of cases and close contacts. Gather information about activities that will be allowed if the situation continues to de-escalate, and how this will impact Watercare.</li> <li>5. Continue to forecast pandemic developments and associated risks. Focus particularly on any indicators about length of time at Stage 6.</li> <li>6. Make sure that Watercare is aligned with or has adopted a more conservative approach than Government</li> </ol>

[Link to table in Key points for Incident Management Team](#)

7. Work with other industry, local and national government groups to develop protocols, which will allow a safe return of non-essential projects and operations.

## Intelligence Function Actions at Stage 7 (Post-peak with New Zealand cases contained)

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Monitoring pandemic related effects nationally and internationally that could indicate a resurgence or second wave of the pandemic or have a material impact to Watercare business</li> <li>Ensure pandemic related effects are escalated to the Incident Controller or appropriate business unit if they indicate a resurgence or material impact to Watercare business, including but not limited to changes in border controls, changes in shipping and freight conditions, pandemic status internationally, pandemic treatment or vaccine status.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>To ensure key parts of the business are reinstated while maintaining good hygiene practices, physical distancing and contact tracing principles to mitigate risks.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>Review guidance from government and industry sources to find out what the changed conditions allow. Examples of sources are government legislation, government websites dedicated to the pandemic, MoH, MBIE, WorkSafe and industry guides such as CHASNZ.</li> <li>Define which business operations can proceed under the changed conditions.</li> <li>Review the guidance provided to Watercare from previous stages. Note ways to change the guidance so it aligns with the new conditions at Stage 7.</li> <li>Keep monitoring advice from MoH on topics such as case definitions, symptoms, management of cases and close contacts. Make sure that Watercare is aligned with or has adopted a more conservative approach than Government.</li> </ol> <p><a href="#">Link to table in Key points for Incident Management Team</a></p> <ol style="list-style-type: none"> <li>Prepare a review of the likely scenarios that could lead to the end of the Covid-19 pandemic. These may include an overview of the pandemic exit strategies at an international, national and regional level. Define the implications of these exit strategies for Watercare.</li> </ol>

## Intelligence Function Actions at Stage 8 (Post pandemic)

The Intelligence Function continues horizon scanning of the community and the world, with regular feedback to the Incident Controller for action as necessary.

Assist the Incident Controller in standing down the IMT and enabling a comprehensive handover to Risk and Resilience.

## Planning Actions

### Planning Function Actions at Stage 1 (No obvious risk)

There are no actions for the Planning Function at Stage 1, since the IMT is not formed at this stage. Risk and Resilience manages this stage.

### Planning Function Actions at Stage 2 (Sustained human transmission in two or more countries)

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Prepare and review plans to ensure readiness if the pandemic escalates.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>• To make sure plans are in place so that it is possible to maintain the critical functions of the business if the infection spreads throughout New Zealand.</li> <li>• To ensure early planning and preparation, which are critical to successfully manage the pandemic</li> <li>• To identify and address the large, complex actions specific to a utility. Do this task before the pandemic situation escalates.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Confirm the identification of critical business functions to ensure continued provision of water and wastewater services. → <a href="#">WS6 - Watercare Covid-19 Essential Services — fishbone diagram</a></li> <li>2. Review critical staff and critical role lists to confirm they are up to date. Confirm the capacity for staff to work across the functions of the Incident Management Team during the pandemic. Check that the staff who will work across the functions have appropriate skills.</li> <li>3. Work with the Welfare Function to confirm the critical staff list and the critical business unit list. Also consult with Watercare Production Managers and the Chief Operations Officer. ↓ <a href="#">WT2 - Critical staff list template</a> → <a href="#">WS7 - Key customer matrix</a></li> <li>4. Create a survey to identify the impact on staff if public transport reduces or stops and schools close. Ensure that staff complete the survey. ↓ <a href="#">WT3 - Staff survey template</a></li> <li>5. Prepare a list of pre-identified tasks or jobs that people can do remotely during a pandemic.</li> <li>6. Prepare to split teams to reduce the impact of an outbreak in the organisation. Identify the members of the A and B Teams, and staff for a reserve bench to maintain operations on production sites, if both A and B teams are impacted or their numbers are reduced.</li> <li>7. Identify volunteers for the wider business who can train in production roles to provide the organisation reserves (addition to the reserve bench) with resilience and depth. This contingency task will help to ensure business continuity during the pandemic.</li> </ol>

Focus	Key points/actions
	<ol style="list-style-type: none"> <li>8. Identify people outside Watercare who have experience in plant operations. Consider whether they could become a member of the reserve bench.</li> <li>9. Review normal work schedules. Determine the best way to adapt these schedules to promote physical distancing and continuity of operations.</li> <li>10. Develop the strategic/key customer list. Regularly review it to make sure it stays current. Work with the <a href="#">Customer team</a> to understand their requirements.</li> <li>11. Source a list of top strategic customers from the commercial accounts team. Complete the key customer matrix and key customer list for future use. → <a href="#">WS7 - Key customer matrix</a></li> <li>12. Confirm how the leadership and reporting structures, from the Board through the Executive Team to the staff, will operate under pandemic conditions.</li> <li>13. Identify the coordinator roles for the Welfare and Operations Functions. These functions will provide additional staff support to the Operations during the pandemic.</li> </ol>

## Planning Function Actions at Stage 3 (WHO declares a Public Health Emergency of International concern)

Focus	Key points/actions
Objectives	<ul style="list-style-type: none"> <li>• Finish the plans and identify people for key roles. Consider how staff will be deployed to fulfil the roles.</li> <li>• Identify key constraints that need addressing (such as critical spares and chemicals).</li> <li>• Identify key areas where operations that need maintaining during a pandemic. Identify related requirements.</li> </ul>
Reasons	<ul style="list-style-type: none"> <li>• To complete all preparations before any cases are detected in New Zealand, and to make sure we can maintain critical business operations during the pandemic. Preparation is vital as we will assume that the pathogen continues to spread.</li> </ul>
Actions	<ol style="list-style-type: none"> <li>1. Brief those staff who will support operational sites (hubs) about what they will need to do.</li> <li>2. Prepare specific information packs for each part of the business (such as Operations and Laboratory). Make sure the information pack starts with the overarching principles we will follow. <ul style="list-style-type: none"> <li>• A and B Teams</li> <li>• Rosters</li> <li>• Management structure</li> <li>• Arrangements for staff to shelter-in-place (remain in isolation on-site), if required.</li> </ul> </li> <li>3. Confirm which staff can (and are able to) work from home.</li> <li>4. Work with the <a href="#">Digital Function</a> to make sure remote working is possible (capacity and capability). Get the <a href="#">Digital Function</a> to carry out tests to make sure access and operations can continue remotely.</li> </ol>

Focus	Key points/actions
	<ol style="list-style-type: none"> <li>5. Work with the <a href="#">Intelligence Function</a> to update the FAQs and continue to regularly update them.</li> <li>6. Work with the <a href="#">Logistics Function</a> and the <a href="#">Operations Function</a> to make sure provisions are planned for shelter-in-place and key operational sites.</li> <li>7. Make sure plans for shelter-in-place accommodation are complete (such as campervans being placed at operational sites). Consult staff to ensure they are willing to work under these protocols.</li> <li>8. Make a plan about how to distribute provisions to sites.</li> <li>9. Identify the delivery protocols at sites (such as ways to limit interactions with on-site staff).</li> <li>10. Identify accommodation to help with site separations and physical separation on site (including things like portacoms and portaloos), so teams can avoid cross-infection in common use areas.</li> <li>11. Prioritise water and wastewater services in order of criticality.</li> <li>12. Check and confirm the critical staff lists are current and reflect the latest information about vulnerable groups. Remove vulnerable staff from the critical staff lists and make adjustments to ensure functional A and B Teams and reserve bench will be available. <a href="#">↓ WT2 - Critical staff list template</a></li> <li>13. Identify and prioritise continuity of construction projects. Consider project self-containment, location (such as an operational site) and the impact on current Watercare resources (such as the level of operational staff involvement).</li> <li>14. Identify projects that can be safely stopped. Identify projects that, due to their current situation/criticality, need to continue to an agreed and appropriate stop point.</li> </ol>

## Planning Function Actions at Stage 4 (First cases confirmed in New Zealand)

Focus	Key points/actions
Objectives	<ul style="list-style-type: none"> <li>• Review the final plans and continue implementing the customised response to meet the challenges of the current outbreak.</li> </ul>
Reasons	<ul style="list-style-type: none"> <li>• To roll out the customised plan to protect the provision of critical services. With cases now in New Zealand, the risk of interruptions to our critical services has increased significantly.</li> </ul>
Actions	<ol style="list-style-type: none"> <li>1. Work with the <a href="#">Operations Function</a> who will roll out the plans.</li> <li>2. Brief the <a href="#">Operations Function</a> about initiating the plans, to make sure the Function understands the plans and can roll them out.</li> <li>3. Work with the <a href="#">Welfare Function</a> and the <a href="#">Operations Function</a> to capture feedback and actions.</li> <li>4. Work with the <a href="#">Communication Function</a>, the <a href="#">Intelligence Function</a> and the <a href="#">Welfare Function</a> to make sure staff communications are escalated.</li> </ol>



5. Confirm that plans to sequester essential staff on site are operating. Confirm the supply of food (as staff leaving sites to get food is to be avoided) and accommodation to staff at all sites.
6. Monitor to make sure the plans are being followed.
7. Trial and test key scenarios to identify and plug gaps so as to prepare to move to Stage 5.
8. Implement A and B Teams for the Incident Management Team. Doing this will provide resilience and ensure that the impact on teams is minimised if someone in the team becomes a confirmed case.

## Planning Function Actions at Stage 5 (Community transmission confirmed in New Zealand)

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Make sure everything is fully in place and working. This includes the new operating model, enabling staff to work from home, separation of sites and physical separation on sites.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>• To ensure critical services and business can continue while community transmission is ongoing.</li> <li>• To keep ahead of the escalating situation, including watching for and moving between NZ Alert Levels.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Monitor and plan for rolling out shelter-in-place.</li> <li>2. Review and monitor the situation. Address and resolve any issues as they arise.</li> <li>3. Continue to trial and test key scenarios to identify and plug gaps. Do this across all functions in the Incident Management Team.</li> <li>4. Monitor and adapt the plans to meet the government's latest guidance.</li> </ol>

## Planning Function Actions at Stage 6 (Post-peak with New Zealand cases decreasing)

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Start planning to transition the business back from lockdown.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>• To ensure a structured and safe transition from Stage 5 (comparative to NZ Alert Levels 4 or Level 5) as the nation's economy and our businesses start to reopen.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Work with the <a href="#">Operations Function</a> and the <a href="#">Intelligence Function</a> to find out which operations are permitted by government.</li> <li>2. Assess the list of permitted business operations to identify and decide which are priorities for Watercare.</li> <li>3. Work with industry groups, local and national agencies/government to develop these protocols.</li> </ol>

Focus	Key points/actions
	<ol style="list-style-type: none"> <li>4. Develop a plan to resume these activities in a way that complies with government requirements and industry guidance. This process should deliver a guidance document for Watercare under the new conditions.</li> <li>5. Give specific guidance to those parts of the business that will resume further activities under the new conditions.</li> <li>6. Infrastructure construction               <ul style="list-style-type: none"> <li>↓ <a href="#">WT16 - Construction project start-up form template</a></li> <li>→ <a href="#">WS42 - Infrastructure teams — working at Stage 6</a></li> </ul> </li> <li>7. Non-infrastructure construction               <ul style="list-style-type: none"> <li>↓ <a href="#">WT17 - General contractor start-up form template</a></li> <li>↓ <a href="#">WT18 - Letter to non-infrastructure contractors template</a></li> <li>→ <a href="#">WS44 - Non infrastructure contractors — working at Stage 6</a></li> </ul> </li> <li>8. Maintenance               <ul style="list-style-type: none"> <li>↓ <a href="#">WT19 - Maintenance contractor start-up form template</a></li> <li>↓ <a href="#">WT20 - Letter to maintenance contractors template</a></li> <li>→ <a href="#">WS43 - Maintenance contractors — working at Stage 6</a></li> </ul> </li> </ol>

## Planning Function Actions at Stage 7 (Post-peak with New Zealand cases contained)

Focus	Key points/actions
Objectives	<ul style="list-style-type: none"> <li>• Change the structure of business operations in line with the reduced risk profile. Complete changes in a structured and controlled way.</li> </ul>
Reasons	<ul style="list-style-type: none"> <li>• To keep track of and support business continuity. The outbreak is being contained. The risk to business continuity due to the current operating constraints is now greater than the risk from the pathogen.</li> <li>• To make sure the changes in protocol as we move to Stage 8 are clear.</li> </ul>
Actions	<ol style="list-style-type: none"> <li>1. Work with the Intelligence Function to find out which operations will be permitted by the government.</li> <li>2. Identify and decide which permitted business operations are priorities for Watercare (such as safety inspections and preventive maintenance). Use the list of permitted business operations to prioritise.</li> <li>3. Develop a plan to resume these activities in a way that complies with government requirements and industry guidance. This process should deliver a guidance document for Watercare under the new conditions.</li> <li>4. Work with the <a href="#">Welfare Function</a> to manage the concerns of staff. Identify staff who have challenges with different ways of working, and those who have challenges returning to their previous way of working.</li> <li>5. Make sure all staff and teams return to the office to meet and re-connect for some periods of time in the next two to four weeks.</li> </ol>

## Planning Function Actions at Stage 8 (Post pandemic)

Assist the Incident Controller in standing down the IMT and enabling a comprehensive handover to Risk and Resilience.

### Logistics Actions

## Logistics Function Actions at Stage 1 (No obvious risk)

There are no actions for the Logistics Function at Stage 1, since the IMT is not formed at this stage. Risk and Resilience manages this stage.

## Logistics Function Actions at Stage 2 (Sustained human transmission in two or more countries)

Focus	Key points/actions
Objectives	<ul style="list-style-type: none"> <li>• Prepare and review plans to ensure supply chain readiness if the pandemic escalates.</li> </ul>
Reasons	<ul style="list-style-type: none"> <li>• To make sure plans are in place so that essential service providers and critical suppliers can support Watercare to maintain its critical outputs if the infection spreads across New Zealand.</li> </ul>
Actions	<ol style="list-style-type: none"> <li>1. Identify possible interruptions to the supply chain given the location and characteristics of the outbreak. Create and regularly review the critical suppliers list. Make and maintain contact with these suppliers.  <a href="#">↓ WT4 - Critical suppliers list template</a> </li> <li>2. Review the critical spares list. Assess the stock on hand, current burn rates (stock usage rates) and potential for shortages.</li> <li>3. Review the critical chemicals, consumables and PPE lists. Assess the stock on hand, current burn rates and potential shortages. Ensure correct use of PPE to prevent higher categories of protection being used when not required. Prevent groups within the organisation from over-ordering to create their own stockpiles.  <a href="#">↓ WT5 - Personal Protective Equipment list template</a> </li> <li>4. Contact suppliers. Confirm their stock holdings and ability to deliver that stock under pandemic conditions.</li> <li>5. Identify alternative suppliers where possible. Assess their ability to deliver stock under pandemic conditions and consider placing orders.</li> <li>6. Identify suppliers who could quickly deliver critical spares by air before or after border restrictions or closure.</li> <li>7. Combine the information gathered from steps 1 to 6 above into a Supply Chain Response Strategy.  <a href="#">↓ WT6 - Supply chain — response strategy template</a>  <a href="#">↓ WT7 - Supply chain — response plans template</a> </li> </ol>

Focus	Key points/actions
	<ol style="list-style-type: none"> <li>8. Work with the <a href="#">Intelligence Function</a> to determine if extra site cleaning may be needed given the characteristics of the pathogen. Follow up to make sure capacity is available to deep clean sites should the outbreak escalate.</li> <li>9. Establish a protocol for supplying emergency supply kits (food, water) to critical facilities.</li> <li>10. Work with <a href="#">suppliers</a> and the <a href="#">Operations Function</a> to confirm that a constant supply of hygiene supplies to all sites is possible should the outbreak escalate. Depending on the pathogen, hygiene supplies may include: <ul style="list-style-type: none"> <li>• soap and paper towels in washrooms</li> <li>• soap and paper towels in kitchen areas</li> <li>• hand sanitiser stations at various work areas</li> <li>• tissues</li> <li>• mediwipes</li> <li>• disinfectant spray for surfaces</li> <li>• waste bins with lids and plastic linings for tissue disposal</li> <li>• surgical masks for symptomatic people</li> <li>• latex or nitrile gloves.</li> </ul> </li> </ol>

## Logistics Function Actions at Stage 3 (WHO declares a Public Health Emergency of International concern)

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Identify the impact on lead times for parts and consumables.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>• To mitigate the risk to operational distribution from possible delays.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Assess the impacts of the escalating events on the supply chain given the outbreak's location and characteristics.</li> <li>2. Contact suppliers and confirm their stock holdings. Check and confirm those suppliers can continue to deliver their stock during the escalating conditions.</li> <li>3. Buy stock in advance (checking the robustness of the supply chain) to mitigate the risk of possible shortages. Identify suppliers who can deliver spares by air to make sure they arrive in New Zealand before the country activates border restrictions. <ul style="list-style-type: none"> <li>↓ <a href="#">WT6 - Supply chain — response strategy template</a></li> <li>↓ <a href="#">WT7 - Supply chain — response plans template</a></li> </ul> </li> <li>4. Review the contract conditions (especially about pandemics and required stoppages) for construction providers, maintenance providers, and all other suppliers.</li> <li>5. Review the legal implications of these contract changes with organisations, including MBIE and MPI.</li> <li>6. Trial and test key scenarios to identify gaps and plug them.</li> </ol>

## Logistics Function Actions at Stage 4 (First cases confirmed in New Zealand)

Focus	Key points/actions
Objectives	<ul style="list-style-type: none"> <li>• Notify essential contractors and critical suppliers of their status.</li> </ul>
Reasons	<ul style="list-style-type: none"> <li>• To ensure that plans of critical and essential contractors and suppliers are in place to ensure continued operations.</li> </ul>
Actions	<ol style="list-style-type: none"> <li>1. Review the critical spares list. Assess the stock on hand, current burn rates and the potential for shortages.</li> <li>2. Review the critical chemicals list, consumables list and PPE list. Assess the stock on hand, current burn rates and potential shortages.  <a href="#">WT15 - Personal Protective Equipment stock list template</a></li> <li>3. Assess the impacts of escalating events on the supply chain given the outbreak's location and characteristics. Stockpile essential supplies centrally where shortages are expected.</li> <li>4. Consider asking suppliers to (1) send critical spares and consumables by air, and (2) stockpile these items if necessary.</li> <li>5. Start extra site cleaning, for high touch surfaces, as a health measure against the pathogen causing the outbreak.</li> <li>6. Supply emergency kits (food and water) to critical facilities.</li> <li>7. Notify critical and essential contractors and suppliers that we require them to remain operational to service Watercare as a Lifeline Utility under the Civil Defence and Emergency Management Act 2002. Prepare letters to critical and essential contractors and suppliers. Send them before the New Zealand Government imposes regional travel restrictions.</li> <li>8. Agree on contractor payments, legal status, and contract penalties. Review impact and payment terms for contractors and sub-contractors, arranging for them to receive prompt payment to protect their cash flow and ensure they remain operational.</li> <li>9. Trial and test key scenarios to identify and plug gaps, with the assumption that a move to Stage 5 is about to happen.</li> </ol>

## Logistics Function Actions at Stage 5 (Community transmission confirmed in New Zealand)

Focus	Key points/actions
Objectives	<ul style="list-style-type: none"> <li>• Carry out ongoing reviews of critical items. Keep monitoring the situation, including liaising with critical and essential providers.</li> </ul>
Reasons	<ul style="list-style-type: none"> <li>• To monitor and manage ongoing risks to avoid problems with provision and distribution of critical supplies.</li> </ul>
Actions	<ol style="list-style-type: none"> <li>1. Provide supplies (such as grocery packs) to facilities where essential staff are located and isolated.</li> </ol>

2. Review the critical spares list. Assess the stock on hand, burn rates and potential shortages.
3. Review the critical chemicals, consumables and PPE list. Assess the stock on hand, current burn rates and potential for shortages.
4. Assess impacts of escalating events on the supply chain given the outbreak's characteristics. To avoid shortages, proactively identify suppliers who can air freight supplies.
5. Place additional orders to increase stocks. Stock should be maintained above normal order and supply levels.
6. Continue to identify and plug gaps.
7. Review and monitor the situation. Address and resolve any issues when they appear.

## Logistics Function Actions at Stage 6 (Post-peak with New Zealand cases decreasing)

Focus	Key points/actions
Objectives	<ul style="list-style-type: none"> <li>• Ensure that stocks are back to normal levels and additional reserves are in place in case of any resurgence.</li> </ul>
Reasons	<ul style="list-style-type: none"> <li>• To expect and plan for resurgence, ensuring all business units are able to stock up when returning to normal operations.</li> </ul>
Actions	<ol style="list-style-type: none"> <li>1. Assess the impacts of these events on the supply chain given the outbreak's characteristics.</li> <li>2. Review and monitor the situation. Address and resolve any issues.</li> <li>3. Re-assess future re-order levels for critical stocks.</li> </ol>

## Logistics Function Actions at Stage 7 (Post-peak with New Zealand cases contained)

Focus	Key points/actions
Objectives	<ul style="list-style-type: none"> <li>• Ensure business units are able to resupply for normal operations</li> </ul>
Reasons	<ul style="list-style-type: none"> <li>• To ensure all business units are stocked up and able to return to normal operations</li> </ul>
Actions	<ol style="list-style-type: none"> <li>1. Review and monitor the situation. Consider the implications of spending an extended period of time at the current level. Address and resolve other issues as they appear.</li> </ol>

## Logistics Function Actions at Stage 8 (Post pandemic)

Assist the Incident Controller in standing down the IMT and enabling a comprehensive handover to Risk and Resilience.



## Operations Actions

### Operations Function Actions at Stage 1 (No obvious risk)

There are no actions for the Operations Function at Stage 1, since the IMT is not formed at this stage. Risk and Resilience manages this stage.

### Operations Function Actions at Stage 2 (Sustained human transmission in two or more countries)

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Review plans from the Planning Function and work with the Logistics Function and the Welfare Function to look at what is involved in rolling out plans should the risk of the pathogen spreading to New Zealand increase.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>To implement the plans to manage our business quickly as the risk of the new pathogen spreading can change rapidly. Make sure the plans are easy to roll out to prevent any delay in our response to an escalating risk.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>Think about how to implement plans.</li> <li>Work with the Planning Function to review existing plans so we make sure our response matches the current situation with the pandemic.</li> <li>Work with the other Functions to make sure everyone understands the strategy and implementation plans, and knows what they have to do. This includes knowing how to adapt if the pandemic situation changes.</li> </ol>

### Operations Function Actions at Stage 3 (WHO declares a Public Health Emergency of International concern)

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Continue testing and developing ways to roll out plans at very short notice.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>To continue preparations as the pathogen continues to spread. Do this to maintain critical business operations even before any cases are detected in New Zealand.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>Brief staff on what they need to do to support operational sites (hubs). Hold these briefings with the relevant business executive, production managers and wider operational teams.</li> <li>Deliver information packs to each part of the business. Give them to the managers only, and discuss the packs with them. At this stage, do not roll out the plans at operation sites (hubs).</li> <li>Work with the Digital Function to confirm how hardware for remote working will be deployed and who will be responsible for doing this.</li> <li>Work with the Digital Function to identify and brief staff who will deliver hardware and supporting software and hardware systems should remote working happen.</li> </ol>

Focus	Key points/actions
	<ol style="list-style-type: none"> <li>5. Work with the <a href="#">Intelligence Function</a> on updating and answering the FAQs.</li> <li>6. Work with the <a href="#">Logistics Function</a> to confirm what accommodation is available for any shelter-in-place measures. Identify sites that will require shelter-in-place accommodation.</li> <li>7. Identify how utilities (such as power and plumbing) will be connected. Work with the <a href="#">Logistics Function</a> to confirm the suppliers (and contractors if needed) for this work. Identify locations at each site to put the shelter-in-place accommodation.</li> <li>8. Determine if any staff who will use shelter in place have special dietary requirements before stocking any shelter-in-place accommodation with food.</li> <li>9. Identify who will deliver accommodation and if extra Watercare staff are needed as drivers to move campervans and other accommodation to the site.</li> <li>10. Work with the <a href="#">Operations coordinator</a> to identify the order of criticality for water and wastewater services. Work with them to develop protocols for rolling out these critical services when needed.</li> <li>11. Work with the <a href="#">Infrastructure team</a> to develop and identify (1) a list of active construction projects, and (2) a list construction projects that can be stopped at short notice. If necessary, work with <a href="#">Infrastructure delivery</a> to develop plans and identify project milestones where construction sites can be closed or shut down.</li> </ol>
Useful protocols, tools, and plans for site operations	<ul style="list-style-type: none"> <li>• Approach/toolkit for operational sites to ensure continuity of site operations. → <a href="#">WS30 - Covid-19 operations toolkit</a></li> <li>• Contact tracing protocol to track the spread of pandemic and put in place mitigation measures. → <a href="#">WS31 - Covid-19 contact tracing protocol</a> → <a href="#">WS32 - Contact tracing information sheet</a></li> <li>• Welfare and Operations support plan. Welfare and Operations at each site will ensure that instructions from the Incident Management Team are followed. → <a href="#">WS33 - Covid-19 Welfare and Operations support plan</a></li> <li>• Access plans</li> <li>• Risk assessment tool for social distancing ↓ <a href="#">WT14 - Social distancing at operational sites — risk assessment tool template</a></li> <li>• Shelter-in-place protocol → <a href="#">WS34 - Covid-19 protocol for shelter in place (operational sites)</a></li> </ul>

## Operations Function Actions at Stage 4 (First cases confirmed in New Zealand)

Focus	Key points/actions
Objectives	<ul style="list-style-type: none"> <li>• Prepare the Operations Function to continue to roll out plans, completing this at very short notice. Make sure the Function is ready and well-briefed on what they need to do and when. At this stage the situation can change very quickly.</li> </ul>
Reasons	<ul style="list-style-type: none"> <li>• To make sure the Operations Function is fully resourced and clearly understands in which order to roll out our response measures. The risk of interruptions to our critical</li> </ul>

Focus	Key points/actions
	<p>services is significantly increased with the arrival of the pathogen in New Zealand. New Zealand will likely impose measures to stop or minimise the pathogen's spread due to its nature, mode and ease of transmission. The country could raise alert levels within hours or days, including local or national lockdowns.</p>
<b>Actions</b>	<ol style="list-style-type: none"> <li>12. Identify and brief additional resources that will be required. Prepare the Operations Function to continue to roll out plans, completing this at very short notice. Make sure the Function is ready and well-briefed on what they need to do and when. At this stage the situation can change very quickly.</li> <li>13. Work with the <a href="#">Planning Function</a>, the <a href="#">Logistics Function</a> and the <a href="#">Welfare Function</a> to review all plans and make sure the plans are ready to roll out.</li> <li>14. Deploy some Function members as coordinators at production hubs for as long as the situation continues.</li> <li>15. Start to separate key production teams into A and B Teams and the reserve bench.</li> <li>16. Suspend all business-related travel within New Zealand and overseas.</li> <li>17. Contact any staff who are overseas to alert them of the situation and advise them to return to New Zealand.</li> <li>18. Work with the <a href="#">Welfare Function</a> to discuss with staff (and their union representatives) any changes to shifts and rosters.</li> <li>19. Work with the <a href="#">Logistics Function</a> to identify potential for gaps in the supply chain for items, including critical spares and chemicals.</li> <li>20. Discuss with production managers and operations engineers any chemicals or parts likely to be affected. Develop related contingency plans to maintain operations.</li> <li>21. Trial and test key scenarios and plus gaps to prepare to move to Stage 5.</li> <li>22. Implement A and B Teams for the incident. This will provide resilience and make sure the team is less affected if someone in the team becomes a confirmed case.</li> </ol> <p>→ <a href="#">WS40 - General Watercare guidelines — Stage 4</a></p>

## Operations Function Actions at Stage 5 (Community transmission confirmed in New Zealand)

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Complete roll out of the developed plans.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>• To maintain essential services while community transmission is ongoing.</li> <li>• To keep ahead of the escalating situation, including watching for and moving between NZ Alert Levels.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Put into place and continue lockdown protocols, including site separation, delivery of essential supplies such as food, and restricted access to and travel between sites.</li> <li>2. Activate the self-containment plan.</li> <li>3. Review and monitor the situation. Address and resolve any issue when they appear.</li> </ol>

Focus	Key points/actions
	<ol style="list-style-type: none"> <li>4. Cancel all non-essential face-to-face meetings.</li> <li>5. Scale back non-essential operations where possible.</li> <li>6. Enforce pandemic policies for physical distancing, telecommuting, and screening employees for illness.</li> <li>7. Provide 'Critical Response Personnel Cards' for critical staff so they can move around sites and respond to incidents during a mandatory nationwide lockdown. <ul style="list-style-type: none"> <li>→ <a href="#">WS38 - Covid-19 example of critical response personnel cards</a></li> <li>→ <a href="#">WS39 - Covid-19 critical response personnel cards — issuing and tracking guidelines</a></li> </ul> </li> <li>8. Activate Critical Teams (A and B Teams). Confirm that the reserve bench can fill critical roles.</li> <li>9. Activate all site separation plans. Limit travel between sites.</li> <li>10. Prevent visitors from accessing sites unless they are carrying out an essential function. <ul style="list-style-type: none"> <li>↓ <a href="#">WT2 - Critical staff list template</a></li> </ul> </li> <li>11. Staff to work from home where possible.</li> <li>12. Review and assess risks for any projects or processes that may affect business continuity (such as changing systems, and cut overs). Roll out mitigation measures where potential for interruptions are identified.</li> <li>13. Confirm shut down of non-essential functions and infrastructure construction projects to a 'made safe' status. Construction sites are high-risk areas and must be made safe if left unattended.</li> <li>14. Provide the following infection control supplies and make them available to employees at all times: <ul style="list-style-type: none"> <li>• soap and paper towels in washrooms</li> <li>• soap and paper towels in kitchen areas</li> <li>• hand sanitiser stations at various work areas</li> <li>• tissues</li> <li>• mediwipes</li> <li>• disinfectant spray for surfaces</li> <li>• waste bins with lids and plastic linings for tissue disposal.</li> </ul> </li> <li>15. Trial and test key scenarios to identify and plug gaps.</li> </ol>
Sample guides from the Covid-19 pandemic	<p>The following samples are provided to aid management of staff and operations during Stage 5</p> <ul style="list-style-type: none"> <li>→ <a href="#">WS11 - Working from home — employee guide</a></li> <li>→ <a href="#">WS12 - Working from home — people leaders' guide</a></li> <li>→ <a href="#">WS13 - How to manage leave — people leaders' guide</a></li> <li>→ <a href="#">WS14 - Managing special leave — people leaders' guide</a></li> <li>→ <a href="#">WS15 - Managing vulnerable employees — people leaders' guide</a></li> <li>↓ <a href="#">WT8 - Health screening for visitors template</a></li> <li>→ <a href="#">WS16 - What to do when a worker shows symptoms</a></li> <li>→ <a href="#">WS20 - Transporting workers showing symptoms — people leaders' guide</a></li> <li>→ <a href="#">WS17 - What to do when a worker at home shows symptoms</a></li> </ul>

Focus	Key points/actions
	<p>↓ <a href="#">WT9 - Symptomatic worker tracking form template</a></p> <p>→ <a href="#">WS18 - Disinfecting your workplace if someone is ill</a></p> <p>→ <a href="#">WS21 - Decision flow chart — Ops Production Plant (symptomatic and positive staff)</a></p> <p>→ <a href="#">WS22 - Decision flow chart — Ops Production Plant shift (symptomatic and positive staff)</a></p> <p>→ <a href="#">WS23 - Decision flow chart — Watercare staff unable to work</a></p> <p>→ <a href="#">WS24 - Decision flow chart — Watercare staff impacted by family</a></p> <p>→ <a href="#">WS25 - Covid-19 return to work following illness — people leaders' guide</a></p> <p>→ <a href="#">WS26 - Covid-19 return to work — employee guide</a></p> <p>→ <a href="#">WS41 – General Watercare guidelines – moving from Stage 5 to earlier stages</a></p> <p>↓ <a href="#">WT10 - Return to work symptoms record template</a></p>

## Operations Function Actions at Stage 6 (Post-peak with New Zealand cases decreasing)

Focus	Key points/actions
Objectives	<ul style="list-style-type: none"> <li>Transition the business back from Stage 5 to a more business-as-usual model.</li> </ul>
Reasons	<ul style="list-style-type: none"> <li>To ensure a structured and safe transition from Stage 5 as the nation's economy and our businesses start to return to a more normal operating mode.</li> </ul>
Actions	<ol style="list-style-type: none"> <li>Work with the <a href="#">Planning Function</a> to make sure that operations being started under the new conditions are safe.</li> <li>Work with the <a href="#">Communication Function</a> to make sure that the protocols for how to operate under the new conditions are properly communicated to the affected business units.</li> <li>Carry out scenario tests using the new protocols to confirm they are appropriate and provide a safe operating environment.</li> </ol>

## Operations Function Actions at Stage 7 (Post-peak with New Zealand cases contained)

Focus	Key points/actions
Objectives	<ul style="list-style-type: none"> <li>Change the structure of business operations in line with the reduced risk profile. Prioritise and complete the changes in a structured and controlled way.</li> </ul>
Reasons	<ul style="list-style-type: none"> <li>To keep track of, and support, business continuity. The outbreak is being contained. The risk to business continuity due to the current operating constraints is now greater than the risk from the pathogen.</li> </ul>

**Actions**

1. Work with the [Planning Function](#) to make sure that the operations being started under the new conditions are feasible.
  2. Work with the [Communication Function](#) to make sure that the protocols for how to operate under the new conditions are properly communicated to the affected business units.
  3. Carry out scenario tests using the new protocols to confirm they are functional.
  4. Review future stock and re-order levels.
  5. Carry out contact tracing drills to make sure records are being kept and can be accessed quickly.
  6. Review resourcing levels of the Operations team to match workload.
  7. Reduce and then stage removal of the shelter in place, temporary accommodation and other temporary measures from the production sites.
  8. Make sure all signs and information are up to date and have been distributed.
  9. Demobilise the site representatives and return them to their normal operations.
  10. Work with the [Logistics Function](#), the [Planning Function](#) and the [Welfare Function](#) to prepare staff to return to work after remote working was rolled out at Stage 5. Agree new working protocols for office and home.
- Work with the [Logistics Function](#), the [Planning Function](#) and the [Welfare Function](#) to update information and materials.

**Operations Function Actions at Stage 8 (Post pandemic)**

Assist the Incident Controller in standing down the IMT and enabling a comprehensive handover to Risk and Resilience.

**Welfare Function Actions****Welfare Function Actions at Stage 1 (No obvious risk)**

There are no actions for the Welfare Function at Stage 1, since the IMT is not formed at this stage. Risk and Resilience manages this stage.

**Welfare Function Actions at Stage 2 (Sustained human transmission in two or more countries)**

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Review procedures and gather staff information to plan for anticipated resourcing needs.</li> <li>• Check that all relevant information about staff is current. If not, update it. Information includes, for example, contact details, critical skills and travel needs.</li> </ul>

Focus	Key points/actions
	<ul style="list-style-type: none"> <li>• Read and review all documents to make sure they are relevant to the current pandemic</li> </ul>
Reasons	<ul style="list-style-type: none"> <li>• To make sure we have complete oversight of our employees and contractors. Make sure we have accurate procedures for them to follow. With this information, we can make sure the right resources are in place to maintain essential services and keep staff safe and well.</li> </ul>
Actions	<ol style="list-style-type: none"> <li>1. Prepare a hygiene plan relevant to the pathogen causing the outbreak. → <a href="#">WS8 - Watercare Hygiene Plan</a></li> <li>2. Work with the <a href="#">Intelligence Function</a> to get an initial set of posters and fact sheets about the outbreak from established sources such as the WHO, CDC, MoH and ARPHS. Where material is not available, develop posters and fact sheets. Distribute via operations. → <a href="#">WS9 - Poster “Stop, do not enter Watercare site if ill”</a> → <a href="#">WS10 - Poster on hand washing</a></li> <li>3. Make sure the material covers topics such as symptoms, effective hygiene measures, use of PPE, travel advice (including stopping all work-related travel outside the region), management of visitors to sites, and management of symptomatic people and their close contacts.</li> <li>4. Work with the <a href="#">Communication Function</a> and the <a href="#">Operations Function</a> to distribute the posters and fact sheets to sites.</li> <li>5. Review working from home and leave policies and procedures given the pathogen causing the outbreak and the current pandemic situation. → <a href="#">WS11 - Working from home — employee guide</a> → <a href="#">WS12 - Working from home — people leaders’ guide</a> → <a href="#">WS13 - How to manage leave — people leaders’ guide</a> → <a href="#">WS14 - Managing special leave — people leaders’ guide</a> → <a href="#">WS15 - Managing vulnerable employees — people leaders’ guide</a></li> <li>6. Work with the <a href="#">Planning Function</a> to identify staff who will be impacted by a lack of public transport and having to look after children due to school closures. Indicate how these impacts may affect the availability of the affected staff members. → <a href="#">WT2 - Critical staff list template</a> → <a href="#">WS7 - Key customer matrix</a></li> <li>7. Identify at-risk or vulnerable staff. Update the critical staff list again to exclude these staff or reduce their risk of exposure.</li> <li>8. Establish processes that help to limit the number of non-Watercare staff on site. → <a href="#">WT8 - Health screening for visitors template</a></li> <li>9. Establish processes to manage symptomatic staff and their close contacts given the characteristics of the current pathogen. It is essential to put these in place in advance of any impacts. Otherwise, inconsistent behaviour and actions may result that might lead to the contagion spreading throughout the organisation.</li> <li>10. When a staff member shows symptoms</li> </ol>



Focus	Key points/actions
	<ul style="list-style-type: none"> <li>→ <a href="#">WS16 - What to do when a worker shows symptoms</a></li> <li>→ <a href="#">WS17 - What to do when a worker at home shows symptoms</a></li> <li>→ <a href="#">WS18 - Disinfecting your workplace if someone is ill</a></li> <li>→ <a href="#">WS19 - Managing fatigue during Covid-19</a></li> <li>→ <a href="#">WS20 - Transporting workers showing symptoms — people leaders' guide</a></li> <li>↓ <a href="#">WT9 - Symptomatic worker tracking form template</a></li> </ul>
	<p>11. Decision flow charts (DFCs) to guide actions during an outbreak</p> <ul style="list-style-type: none"> <li>→ <a href="#">WS21 - Decision flow chart — Ops Production Plant (symptomatic and positive staff)</a></li> <li>→ <a href="#">WS22 - Decision flow chart — Ops Production Plant shift (symptomatic and positive staff)</a></li> <li>→ <a href="#">WS23 - Decision flow chart — Watercare staff unable to work</a></li> <li>→ <a href="#">WS24 - Decision flow chart — Watercare staff impacted by family</a></li> </ul>
	<p>12. Establish a return-to-work process for staff who have had symptoms and recovered.</p> <ul style="list-style-type: none"> <li>→ <a href="#">WS25 - Covid-19 return to work following illness — people leaders' guide</a></li> <li>→ <a href="#">WS26 - Covid-19 return to work — employee guide</a></li> <li>↓ <a href="#">WT10 - Return to work symptoms record template</a></li> </ul>
	<p>13. Review and update the local and international travel policy.</p> <ul style="list-style-type: none"> <li>→ <a href="#">WS27 - Work-related travel during Covid-19</a></li> </ul>
	<p>14. Identify any Watercare staff who are currently overseas or who plan to travel overseas. Review and update the travel policy to make sure it covers travel during a pandemic (such as travel restrictions).</p>

## Welfare Function Actions at Stage 3 (WHO declares a Public Health Emergency of International concern)

Focus	Key points/actions
Objectives	<ul style="list-style-type: none"> <li>• Keep all Watercare employees and contractors informed so they understand what they need to do if the situation escalates.</li> </ul>
Reasons	<ul style="list-style-type: none"> <li>• To be ready to act quickly and safely should the pandemic escalate.</li> </ul>
Actions	<ol style="list-style-type: none"> <li>1. Activate key protocols and work with the <a href="#">Communication Function</a> and the <a href="#">Operations Function</a> to distribute initial posters and fact sheets to sites covering the following:</li> <li>2. Protocols <ul style="list-style-type: none"> <li>• Good hygiene practices</li> <li>→ <a href="#">WS8 - Watercare Hygiene Plan</a></li> <li>• Link learning modules</li> <li>• Physical distancing</li> </ul> </li> </ol>

Focus	Key points/actions
	<ul style="list-style-type: none"> <li>• Visitor screening</li> </ul>
	<ol style="list-style-type: none"> <li>Posters           <ul style="list-style-type: none"> <li>→ <a href="#">WS9 - Poster "Stop, do not enter Watercare site if ill"</a></li> <li>→ <a href="#">WS10 - Poster on hand washing</a></li> </ul> </li> <li>Confirm with vulnerable and at-risk staff that they will work from home.</li> <li>Confirm welfare processes and feedback loops are working as expected.</li> <li>Confirm site welfare representatives have been appointed. They will remain at the site throughout the pandemic.</li> <li>Brief the welfare support team.           <ul style="list-style-type: none"> <li>→ <a href="#">WS33 - Covid-19 Welfare and Operations support plan</a></li> </ul> </li> <li>Desktop trial and test key scenarios to identify and resolve gaps. Do this across the Incident Management Team.</li> <li>Prepare staff for the potential of working from home.</li> <li>Establish what staff need so they can work from home (such as equipment) and make provision to move this equipment.</li> </ol>

## Welfare Function Actions at Stage 4 (First cases confirmed in New Zealand)

Focus	Key points/actions
Objectives	<ul style="list-style-type: none"> <li>• Maintain communication with staff to ensure all employees and contractors are fully informed. Deploy the Welfare Function to provide level of assurance and support as the pandemic escalates.</li> </ul>
Reasons	<ul style="list-style-type: none"> <li>• To keep everyone informed and supported as concerns around the pandemic escalate, to instill a sense of calm and provide assurance.</li> </ul>
Actions	<ol style="list-style-type: none"> <li>Deploy the Welfare Function to provide a targeted communication channel and wraparound support for people leaders and employees.</li> <li>Deliver on-site briefings at major sites. Make sure all staff attend the briefings.</li> <li>Confirm that welfare processes and feedback loops are working as expected. Ways to confirm include analysing metrics from the welfare app. If some processes and feedback loops are not yet included or working and are relevant to the current pandemic, note these for urgent review.           <ul style="list-style-type: none"> <li>→ <a href="#">WS29 - Welfare app</a></li> </ul> </li> <li>Track staff to determine their location and health status.</li> <li>Trial and test key scenarios to identify and plug gaps, with the assumption that a move to Stage 5 is about to happen.</li> <li>Work with the <a href="#">Communication Function</a> to make sure communications align with key messages to employees.</li> <li>Prepare non-essential staff so they are ready to work remotely at short notice. Commence home working where possible.</li> </ol>

Focus	Key points/actions
	8. Contact staff to make sure they have the necessary equipment to work remotely.

## Welfare Function Actions at Stage 5 (Community transmission confirmed in New Zealand)

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Roll out all plans and measures fully. Keep monitoring their effectiveness to help staff stay safe and well.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>To keep our workforce safe and well to reduce the risk of the pandemic impacting Watercare's delivery of essential services.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>Work with Welfare support to ensure staff are looked after and operating effectively.</li> <li>Confirm welfare processes and feedback loops are working as expected. Analyse metrics from the people tracker app and welfare app. → <a href="#">WS29 - Welfare app</a></li> <li>Keep records of staff who were confirmed cases but have recovered. Any staff with potential acquired immunity may be vital for maintaining operations.</li> <li>Trial and test key scenarios to identify and plug gaps. Continue supporting the other Functions in the Incident Management Team.</li> <li>Review and monitor the situation. Address and resolve any issue when it appears.</li> <li>Keep monitoring plans to (1) make sure they are effective, and (2) enable us to respond to issues and adapt our response as needs change.</li> <li>Check in with the staff regularly, including their site representatives. These staff should also maintain regular contact with those working from home.</li> </ol>

## Welfare Function Actions at Stage 6 (Post-peak with New Zealand cases decreasing)

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Make sure employees and contractors are able to work with the new restrictions when this is permitted.</li> <li>Maintain communication and wellbeing support even when the pandemic's status changes.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>To keep employees safe, well and informed while we respond to changes as and when they happen.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>Work with the <a href="#">Intelligence Function</a> to make sure that staff (people and culture or human resources) policies and guidance to the business are consistent with the latest information from government, and with industry guidelines.</li> </ol>

2. Work with the [Operations Function](#) to use scenario tests to confirm which and how all relevant welfare processes are working.
3. Keep records of staff who were confirmed cases but have recovered. Any staff with potential acquired immunity may be vital for maintaining operations in future outbreaks.
4. Review and monitor the situation. Address and resolve any issue as they appear.
5. Review all procedural documents that need adapting because of guidance changes.
6. Carry out a safety review so that any works (such as construction or production activities) can restart.

## Welfare Function Actions at Stage 7 (Post-peak with New Zealand cases contained)

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Keep employees and contractors safe and well as the risk profile reduces. Provide information and support to adapt to the changing conditions.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>To make sure our people are equipped to safely transition to pre-pandemic capacity levels when the risk profile reduces.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Work with the <a href="#">Intelligence Function</a> to make sure that staff (people and culture or human resources) policies and guidance to the business are consistent with the latest information from the government, and with industry guidelines.</li> <li>2. Work with the <a href="#">Operations Function</a> and use scenario tests to confirm that welfare processes are working.</li> <li>3. Review and monitor the situation. Address and resolve any issue that appears.</li> <li>4. Monitor all activity and processes in our response so we can respond if a second wave is indicated.</li> <li>5. Make sure protocols and processes are in place to facilitate a graduated return to business operations.</li> <li>6. Review the Welfare support model. Facilitate a handover from the Welfare incident function to business units.</li> </ol>

## Welfare Function Actions at Stage 8 (Post pandemic)

Assist the Incident Controller in standing down the IMT and enabling a comprehensive handover to Risk and Resilience.

## Communication Function Actions

### Communication Function Actions at Stage 1 (No obvious risk)

There are no actions for the Communication Function at Stage 1, since the IMT is not formed at this stage. Risk and Resilience manages this stage.

### Communication Function Actions at Stage 2 (Sustained human transmission in two or more countries)

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Keep staff informed on how the pandemic is progressing, and about preparations and what actions the organisation is already taking.</li> <li>• Give staff clear, up-to-date information.</li> <li>• Give staff a sense of comfort that an Incident Management Team is in place, that it is continuously monitoring the situation, and is ready to act if things change.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>• To relay plans and information to everyone in our business. Communication is vital during a pandemic. Receiving information in a timely manner shows everyone that the Incident Management Team is reliable.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>1. Establish a briefing programme to deliver information from the Incident Management Team to all stakeholders, from the Board, through the Executive Team to staff. Plan communications to acknowledge the expected fear and anxiety of employees, as well as addressing rumours and misinformation.</li> <li>2. Make sure the programme includes these elements:             <ul style="list-style-type: none"> <li>→ <a href="#">WS28 - Protocol for cascade briefing for executives and people leaders</a></li> <li>↓ <a href="#">WT11 - Weekly communication framework during a pandemic template</a></li> <li>↓ <a href="#">WT12 - Communication review and sign off matrix template</a></li> </ul> </li> <li>3. Create an intranet site (internal company website) providing information on the outbreak. Topics should include:             <ul style="list-style-type: none"> <li>• the type and characteristics of the pathogen</li> <li>• the dominant mode of transmission</li> <li>• symptoms</li> <li>• the incubation period before symptoms</li> <li>• how to respond to symptoms and close contacts with symptomatic people</li> <li>• persistence of the pathogen on surfaces and in water</li> <li>• potential for transmission via drinking and wastewater</li> <li>• effectiveness of preventive actions (such as hand washing, surface cleaning, physical distancing, PPE, and self-isolation).</li> </ul> </li> <li>4. Create a dedicated enquiries email channel for staff to send any questions to the Incident Management Team. Communicate clearly and often to remove the possibility of incorrect messaging from other sources.</li> </ol>

Focus	Key points/actions
	<ol style="list-style-type: none"> <li>Review and develop FAQs with the <a href="#">Intelligence Function</a>. Post the FAQs on the intranet. Use the FAQs as a basis to prepare a presentation for sites. Prepare the presentation. → <a href="#">WS5 - Covid-19 FAQ document</a></li> <li>Organise a first round of briefings at sites by on-site staff to deliver the presentation.</li> </ol>

## Communication Function Actions at Stage 3 (WHO declares a Public Health Emergency of International concern)

Focus	Key points/actions
Objectives	<ul style="list-style-type: none"> <li>Continue to inform staff about how the outbreak and related preparations are progressing. Give clear, up-to-date information. Give staff a sense of comfort that an incident management team is in place, is continuously monitoring the situation and is prepared to act if things change. At this stage, the pandemic has not reached New Zealand.</li> </ul>
Reasons	<ul style="list-style-type: none"> <li>To put in place an outlet to deliver reliable information to help keep everyone calm and informed while the pathogen continues to spread overseas.</li> <li>To provide clear concise information as guidance is critical. Misinformation will come from many sources and will significantly impact the organisation if not prevented or addressed.</li> </ul>
Actions	<ol style="list-style-type: none"> <li>Update intranet and internet resources with the latest developments.</li> <li>Update the FAQs with the latest developments about the new pathogen.</li> <li>Answer staff questions when asked. Aim to be clear with staff and reassure them.</li> <li>Communicate updates to staff, customers, key stakeholders and the public.</li> <li>Prepare fact sheets about water and wastewater as well as related collateral for the wider public. → <a href="#">WS35 - Covid-19 factsheet for public</a> → <a href="#">WS36 - Video by CEO for Watercare staff</a> → <a href="#">WS37 - Video on tips to keep safe for Watercare staff</a></li> <li>Continually remind staff about hygiene measures to prevent the spread of disease given the characteristics of the pathogen. Find different ways to communicate these mantras to keep the messaging fresh. Some of these reminders are: <ul style="list-style-type: none"> <li>Cover your cough and sneeze with a tissue (or into a shirt sleeve if wearing a shirt).</li> <li>Avoid shaking hands. Use alternatives such as nodding and elbow bumping.</li> <li>Keep your work area and home clean and disinfected.</li> <li>Stay home if you are ill. Ensure they understand that they will be paid.</li> <li>Wash hands often, especially before you eat; also after touching near your mouth, nose or eyes.</li> </ul> </li> </ol>

## Communication Function Actions at Stage 4 (First cases confirmed in New Zealand)

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Communicate regularly, clearly and concisely with staff, including any key actions and implications. Strengthen messages with personal cascaded messages and videos from the leadership team.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>To understand that prompt, regular communication is vital now that New Zealand has confirmed cases of the pandemic.</li> <li>To tell staff who will feel uncertain and nervous that we have plans and policies in place to support them, where to find those plans and policies, and what is in them. Deliver this message to staff regularly. Test to ensure these messages are being understood.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>Facilitate regular communication about the pandemic.</li> <li>Incorporate these into the overarching communications plan, including:               <ul style="list-style-type: none"> <li>video presentations from the chief executive</li> <li>how-to videos (such as hand washing)</li> <li>cascade briefing for people managers</li> <li>updated intranet and internet resources</li> <li>updated FAQs about the new pathogen</li> <li>answers to staff questions when they arise (via the dedicated email address)</li> <li>updates to key customers, key stakeholders and the public.</li> </ul> </li> </ol>

## Communication Function Actions at Stage 5 (Community transmission confirmed in New Zealand)

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Communicate with staff quickly, clearly and regularly. A community outbreak will create widespread uncertainty in the workplace. People will be anxious about contracting the infection, getting guidance about sick leave, how they can work flexibly from home, and what the organisation is doing to keep staff safe.</li> <li>Contact staff about key actions and implications regularly. Make communications clear and concise. Use personal messages (videos) from the leadership team to strengthen these communications.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>To stay informed and connected. This is vital during a national lockdown (such as during the Covid-19 pandemic) when a significant portion of the workforce may be working remotely.</li> <li>To ensure staff who feel uncertain and nervous know that we have plans and policies in place to support them, where to find those plans and policies, and what is in them. Deliver this message to staff regularly.</li> <li>To tell staff they should not come to work if they or members of their family fall ill.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>Continue communicating updates to all staff.</li> <li>Update intranet and internet resources about the outbreak.</li> </ol>



Focus	Key points/actions
	<ol style="list-style-type: none"> <li>Update FAQs about the new pathogen.</li> <li>Answer staff questions as they arise.</li> <li>Make sure communications are escalated. Provide different ways to communicate the protocols, including using guidance and videos.</li> <li>Continue communicating updates to key customers, key stakeholders and the public.</li> </ol>

## Communication Function Actions at Stage 6 (Post-peak with New Zealand cases decreasing)

<b>Objectives</b>	<ul style="list-style-type: none"> <li>Prepare and distribute key messages well in advance so that the business units have enough time to prepare to step down a level. At this stage, some confusion is likely about what activities are allowed, or remain suspended.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>To make sure all communications are delivered quickly and clearly. This is vital to tackle any behavioural breaches and remind staff of the risks still present. Feedback is especially important as people may become complacent as protocols are eased.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>Work with the <a href="#">Planning Function</a> and <a href="#">Operations Function</a> to make sure that the protocols on operating under the new conditions are effectively communicated to the business.</li> <li>Make sure that resources such as the intranet are updated and contain guidance on how to operate at the new level.</li> </ol>

## Communication Function Actions at Stage 7 (Post-peak with New Zealand cases contained)

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Ensure that staff are aware of the changes to activities/operations during the downgrading of levels</li> <li>Reiterate the need to be vigilant despite the cases being contained</li> <li>Keep highlighting the golden rules — maintain a high standard of hygiene, stay home if sick, and swipe in and out to enable contact tracing</li> <li>Update staff asap if situation changes and the risk of community transmission increases.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>To keep staff informed of changes at the new alert level</li> <li>To prevent complacency and risky behaviour from creeping in and impacting the provision of services</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>Work with the <a href="#">Planning Function</a> and the <a href="#">Operations Function</a> to make sure the protocols on operating under the new conditions are effectively communicated.</li> <li>Make sure that resources such as the intranet are updated and contain guidance on how to operate at the new level.</li> <li>Test that new working protocols are being followed.</li> </ol>

## Communication Function Actions at Stage 8 (Post pandemic)

Assist the Incident Controller in standing down the IMT and enabling a comprehensive handover to Risk and Resilience.

### Digital Function Actions

#### Digital Function Actions at Stage 1 (No obvious risk)

There are no actions for the Digital Function at Stage 1, since the IMT is not formed at this stage. Risk and Resilience manages this stage.

#### Digital Function Actions at Stage 2 (Sustained human transmission in two or more countries)

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Identify key areas of risk that require specific digital support plans. Plan an approach for each. This should include key users, security risks, and network constraints.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>To take a prioritised approach. Consider and address all key areas of risk in priority order, as you cannot cover everything at the same time.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>Review teleworking capability (internet bandwidth, equipment and security risks) under the assumption that 70% of staff may have to work from home.</li> <li>Develop a people tracker app to track people's health and mental wellbeing. Check and confirm that it is functional and relevant to the current pathogen.</li> <li>Develop a staff welfare app. Check and confirm that it is functional and relevant given to the current pathogen.</li> <li>Review the possibility of using an application to help with contact tracing (if relevant) given the current pathogen.</li> <li>Develop an approach to identify critical users and roles. → <a href="#">WT13 - Digital workstream plan template</a></li> <li>Understand the key locations and plan a support model.</li> <li>Develop an approach to understand the current profiles of the end users of devices. Identify areas of risk (such as Win7 devices and end users with desktop computers).</li> <li>Identify critical systems that require action.</li> <li>Develop an approach to understand the current security profile.</li> <li>Develop an approach to understand current network constraints.</li> <li>Develop an approach to deploy devices and finalise set-up for users.</li> </ol>

Focus	Key points/actions
	12. Deploy additional security software as cyber attacks will increase significantly during this period.

## Digital Function Actions at Stage 3 (WHO declares a Public Health Emergency of International concern)

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Complete planning for each of the identified areas of risk, including details about actions required, definition of 'complete', timeline and action owners.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>To ensure that digital actions associated with key areas of risk are planned for and completed quickly and adequately, as we assume the position will deteriorate further.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>Carry out a trial to confirm the digital capacity for working from home. Identify and resolve any limitations.</li> <li>Review and assess the risk for any projects or processes that may affect business continuity at this time (such as changing systems and cut-overs).</li> <li>Identify critical users and their roles.</li> <li>Understand the key locations.</li> <li>Finalise and share the support model, including support for control systems (SCADA).</li> <li>Understand the current end-user profiles of devices. Identify areas of risk (such as Win7 devices and users of desktop computers).</li> <li>Identify and prioritise users who need replacement devices.</li> <li>Complete discovery of the security profile and define the plan.</li> <li>Complete discovery of network constraints and define the plan.</li> <li>Complete a remediation plan for any critical systems (for example, the control system SCADA) that need action.</li> <li>Deploy devices to critical users.</li> <li>Finalise the approach to deploy devices and carry out set-up for users.</li> </ol>

## Digital Function Actions at Stage 4 (First cases confirmed in New Zealand)

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Start rolling out digital action plans developed during the planning phase to support completion within target timelines. In particular, roll out the support model across all sites.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>To make sure actions associated with key areas of digital risk are planned for completion quickly and comprehensively.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>Monitor the impact of increased numbers of staff working from home. Identify and resolve any issue when they appear.</li> <li>Prepare to shut down non-essential functions and non-essential digital projects to a 'make safe' status.</li> <li>Review and assess risks from any projects or processes that may affect business continuity at this time, such as changing systems, and cut-overs. Roll out mitigation measures where potential interruptions are identified.</li> <li>Roll out the digital support model, including control systems (SCADA), across all locations.</li> <li>Start rolling out the security remediation plan.</li> <li>Start rolling out the network remediation plan.</li> <li>Start deploying devices as required to support prioritised users.</li> <li>Start planning how to restore any critical system should they become unavailable.</li> </ol>

## Digital Function Actions at Stage 5 (Community transmission confirmed in New Zealand)

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Complete rolling out digital action plans defined during planning, such as carrying out remediation work on security, network, and making sure critical control systems stay available.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>To make sure all key users are able to carry out critical functions on site and/or remotely.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>Deliver support across all locations. To make sure all key users are able to carry out critical functions on site and/or remotely</li> <li>Finish implementing the security remediation plan.</li> <li>Finish implementing the remediation plan for the network and the control system.</li> <li>Finish deploying devices to the next level of prioritised users.</li> <li>Finish plans to make available again any critical system that becomes unavailable.</li> <li>Provide support to respond to issues / service outages and maintain required digital support.</li> </ol>

## Digital Function Actions at Stage 6 (Post-peak with New Zealand cases decreasing)

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Continue to support users working in the office and remotely.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>To ensure support continues without interruption.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>Deliver support across all locations.</li> <li>Manage and support security changes.</li> <li>Manage and support network and control system changes.</li> <li>Continue to deploy devices to the next level of prioritised users.</li> <li>Manage and support remote access to critical systems.</li> <li>Review additional digital actions, including upgrades, which can now be restarted.</li> </ol>

## Digital Function Actions at Stage 7 (Post-peak with New Zealand cases contained)

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Continue to support users working in the office and remotely. Plan for workers to return to the office for some part of their duties.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>To make sure required support continues.</li> <li>To re-establish items (such as desks/equipment) where required.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>Deliver support across all locations.</li> <li>Manage and support security changes.</li> <li>Manage and support network / control system changes.</li> <li>Finish deploying devices to the next level of prioritised users.</li> <li>Manage and support remote access to critical systems.</li> <li>Plan for all staff to return to the office.</li> </ol>

## Digital Function Actions at Stage 8 (Post pandemic)

Assist the Incident Controller in standing down the IMT and enabling a comprehensive handover to Risk and Resilience.

## Iwi Liaison Function Actions

### Iwi Liaison Function Actions at Stage 1 (No obvious risk)

There are no actions for the Iwi Liaison Function at Stage 1, since the IMT is not formed at this stage. Risk and Resilience manages this stage.

### Iwi Liaison Function Actions at Stage 2 (Sustained human transmission in two or more countries)

Focus	Key points/actions
Objectives	<ul style="list-style-type: none"> <li>• Ensure Iwi interests are represented when planning the pandemic response. Achieve this by making sure the relevant people are involved from the start.</li> <li>• Identify the key areas of risk or concern to Iwi that require specific plans. Plan an approach to address those key areas in their related specific plan.</li> </ul>
Reasons	<ul style="list-style-type: none"> <li>• To enable early engagement to drive quick and appropriate decisions and actions. To achieve this, the appropriate approach taken must consider and address all key issues for Iwi.</li> </ul>
Actions	<ol style="list-style-type: none"> <li>1. Confirm key Iwi contacts. Use existing communications protocols. Establish new communications protocols if none exist.</li> <li>2. Watercare's Poutiaki Tikanga Māori (Principal Advisor) should be the owner for this task. They will use key communications messages and customise them for mana whenua.</li> </ol>

### Iwi Liaison Function Actions at Stage 3 (WHO declares a Public Health Emergency of International concern)

Focus	Key points/actions
Objectives	<ul style="list-style-type: none"> <li>• Complete planning for each of the identified areas of concern, including details about actions required, definition of 'completed', timeline and action owners.</li> </ul>
Reasons	<ul style="list-style-type: none"> <li>• To ensure actions associated with key areas of concern are planned for and completed quickly and appropriately.</li> </ul>
Actions	<ol style="list-style-type: none"> <li>1. The Iwi liaison will continue updating mana whenua groups on Watercare's plan and approach to Stage 3.</li> </ol>

## Iwi Liaison Function Actions at Stage 4 (First cases confirmed in New Zealand)

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Start rolling out action plans defined during the planning phase to support completion within target timelines.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>To make sure actions associated with key areas of concern are completed quickly and adequately.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>The Iwi liaison will continue updating mana whenua groups on Watercare's plan and approach to Stage 4.</li> </ol>

## Iwi Liaison Function Actions at Stage 5 (Community transmission is confirmed in New Zealand)

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Finish implementing the action plans defined during planning.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>To address and resolve all key issues and concerns.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>The Iwi liaison will continue updating mana whenua groups on Watercare's plan and approach to Stage 5.</li> </ol>

## Iwi Liaison Function Actions at Stage 6 (Post-peak with New Zealand cases decreasing)

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Continue to support Iwi concerns and monitor the situation.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>To address and resolve all concerns. Monitor all positive and negative changes.</li> </ul>
<b>Actions</b>	<ol style="list-style-type: none"> <li>The Iwi liaison will continue updating mana whenua groups on Watercare's plan and approach to Stage 6.</li> </ol>

## Iwi Liaison Function Actions at Stage 7 (Post-peak with New Zealand cases contained)

Focus	Key points/actions
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Continue to support Iwi and make plans to hand over any activity to Iwi as scheduled.</li> </ul>
<b>Reasons</b>	<ul style="list-style-type: none"> <li>To make sure support continues. Help to re-establish self-dependency as required.</li> </ul>



---

## Actions

1. The Iwi liaison will continue updating mana whenua groups on Watercare's plan and approach to Stage 7.
- 

## Iwi Liaison Function Actions at Stage 8 (Post pandemic)

Assist the Incident Controller in standing down the IMT and enabling a comprehensive handover to Risk and Resilience.

# Samples and templates



# Sample documents and downloadable templates

This section includes PDF copies of the 44 samples mentioned in the plan. This index signals these samples with a blue horizontal arrow. Click on the name to go to the sample. All samples start with WS.

Also listed are the names of 20 free downloadable templates that you can find on Watercare's website. This index signals these templates with an orange vertical arrow. Click on the name to go to the template. All templates start with WT.

Some samples and templates are mentioned more than once in the plan. But we've only listed each sample and template once in this index — the left column shows where the sample or template is first mentioned.

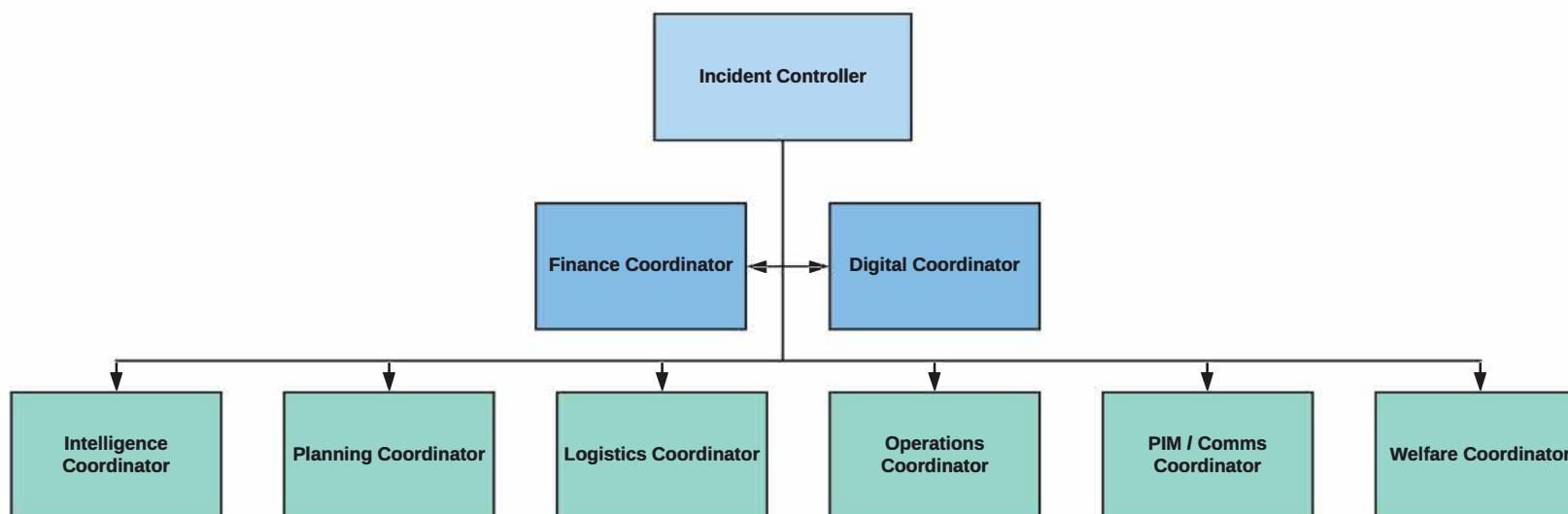
First mention of document	The samples and templates	See sample → document	Download ↓ template
Our response structure	<a href="#">WS1 - CIMS team structure for Covid-19</a>	→	
Incident Controller – High-level actions at each stage	<a href="#">WS2 - Watercare Incident Management Plan 2020</a>	→	
	<a href="#">WS3 - Incident task board to manage workflow</a>	→	
	<a href="#">WT1 - Daily action plan template</a>		↓
	<a href="#">WS4 - Situation report</a>	→	
Actions by stage Stage 2	<a href="#">WS5 - Covid-19 FAQ document</a>	→	
	<a href="#">WS6 - Watercare Covid-19 Essential Services — fishbone diagram</a>	→	
	<a href="#">WT2 - Critical staff list template</a>		↓
	<a href="#">WS7 - Key customer matrix</a>	→	
	<a href="#">WT3 - Staff survey template</a>		↓
	<a href="#">WT4 - Critical suppliers list template</a>		↓
	<a href="#">WT5 - Personal Protective Equipment list template</a>		↓
	<a href="#">WT6 - Supply chain — response strategy template</a>		↓
	<a href="#">WT7 - Supply chain — response plans template</a>		↓
	<a href="#">WS8 - Watercare Hygiene Plan</a>	→	
	<a href="#">WS9 - Poster “Stop, do not enter Watercare site if ill”</a>	→	
	<a href="#">WS10 - Poster on hand washing</a>	→	
	<a href="#">WS11 - Working from home — employee guide</a>	→	
	<a href="#">WS12 - Working from home — people leaders' guide</a>	→	

First mention of document	The samples and templates	See sample document →	Download template ↓
	<a href="#">WS13 - How to manage leave — people leaders' guide</a>	→	
	<a href="#">WS14 - Managing special leave — people leaders' guide</a>	→	
	<a href="#">WS15 - Managing vulnerable employees — people leaders' guide</a>	→	
	<a href="#">WT8 - Health screening for visitors template</a>		↓
	<a href="#">WS16 - What to do when a worker shows symptoms</a>	→	
	<a href="#">WS17 - What to do when a worker at home shows symptoms</a>	→	
	<a href="#">WS18 - Disinfecting your workplace if someone is ill</a>	→	
	<a href="#">WT9 - Symptomatic worker tracking form template</a>		↓
	<a href="#">WS19 - Managing fatigue during Covid-19</a>	→	
	<a href="#">WS20 - Transporting workers showing symptoms — people leaders' guide</a>	→	
	<a href="#">WS21 - Decision flow chart — Ops Production Plant (symptomatic and positive staff)</a>	→	
	<a href="#">WS22 - Decision flow chart — Ops Production Plant shift (symptomatic and positive staff)</a>	→	
	<a href="#">WS23 - Decision flow chart — Watercare staff unable to work</a>	→	
	<a href="#">WS24 - Decision flow chart — Watercare staff impacted by family</a>	→	
	<a href="#">WS25 - Covid-19 return to work following illness — people leaders' guide</a>	→	
	<a href="#">WS26 - Covid-19 return to work — employee guide</a>	→	
	<a href="#">WT10 - Return to work symptoms record template</a>		↓
	<a href="#">WS27 - Work-related travel during Covid-19</a>	→	
	<a href="#">WS28 - Protocol for cascade briefing for executives and people leaders</a>	→	
	<a href="#">WT11 - Weekly communication framework during a pandemic template</a>		↓
	<a href="#">WT12 - Communication review and sign off matrix template</a>		↓
	<a href="#">WS29 - Welfare app</a>	→	
	<a href="#">WT13 - Digital workstream plan template</a>		↓
Stage 3	<a href="#">WS30 - Covid-19 operations toolkit</a>	→	
	<a href="#">WS31 - Covid-19 contact tracing protocol</a>	→	
	<a href="#">WS32 - Contact tracing information sheet</a>	→	
	<a href="#">WS33 - Covid-19 Welfare and Operations support plan</a>	→	
	<a href="#">WT14 - Social distancing at operational sites — risk assessment tool template</a>		↓



First mention of document	The samples and templates	See sample → document	Download ↓ template
	<a href="#">WS34 - Covid-19 protocol for shelter in place (operational sites)</a>	→	
	<a href="#">WS35 - Covid-19 factsheet for public</a>	→	
	<a href="#">WS36 - Video from the CEO to Watercare staff</a>	→	
	<a href="#">WS37 - Video on tips to keep safe for Watercare staff</a>	→	
	<a href="#">WT15 - Personal Protective Equipment stock list template</a>		↓
Stage 5	<a href="#">WS38 - Covid-19 example of critical response personnel cards</a>	→	
	<a href="#">WS39 - Critical response personnel cards — issuing and tracking guidelines</a>	→	
	<a href="#">WS40 - General Watercare guidelines — Stage 4</a>	→	
	<a href="#">WS41 - General Watercare guidelines — moving from Stage 5 to other stages</a>	→	
Stage 6	<a href="#">WT16 - Construction project start-up form template</a>		↓
	<a href="#">WS42 - Infrastructure teams — working at Stage 6</a>	→	
	<a href="#">WT17 - General contractor start-up form template</a>		↓
	<a href="#">WT18 - Letter to non-infrastructure contractors template</a>		↓
	<a href="#">WS43 - Maintenance contractors — working at Stage 6</a>	→	
	<a href="#">WT19 - Maintenance contractor start-up form template</a>		↓
	<a href="#">WT20 - Letter to maintenance contractors template</a>		↓
	<a href="#">WS44 - Non-infrastructure contractors — working at Stage 6</a>	→	

## Covid-19 Incident Team Structure



**Intelligence Coordinator:** is responsible for the collection and analysis of information relation to the context of the incident.

**Planning Coordinator:** Leads planning for response activities and related resource needs.

**Operations Coordinator:** Operations is responsible for the day-to-day coordination of the response, detailed task planning, and the implementation of the Action Plan.

**Logistics Coordinator:** Logistics is responsible for providing and tracking resources to support the response and the affected communities and providing logistics advice to other functions in the IMT.

**PIM Coordinator:** Also known as the Public Information Management (PIM) function is responsible for providing advice to the IMT Lead on reputational issues, whilst also managing internal and external communications. The function is responsible for informing the public about the incident and the response (including actions they need to take), media liaison and monitoring, and community liaison.

**Welfare Coordinator:** Responsible for providing advice and managing issues relating to risk, health and safety and the wellbeing of staff, contractors and visitors.

# Watercare incident management plan







Document Information		
Version Release Date:	1	25 November 2019
Approved for submission by:		Head of Risk & Resilience
Approval		
Approved by:		Chief Executive
Status:	Final	Approved
Approval		
Associated Documents:	Incident Management Policy	July 2019

Version Control		
Date	Changes Made	Name

## Contents

Incident Definition:.....	5
Objectives .....	5
What the plan covers? .....	5
Incident Management Phase 1: Assessment and Activation.....	8
Recognising and Declaring an Incident .....	9
Deciding Incident Levels.....	9
Incident Escalation Levels.....	10
Activation of the Incident Management Team (IMT).....	11
Establish Command Centre .....	11
Escalation.....	11
Water Supply Contamination Notification .....	11
Cyber Incidents.....	11
Auckland Regional Public Health Service.....	12
Incident Management Phase 2: Manage Response .....	13
Response Checklist .....	14
Incident Communications .....	14
Incident Management Phase 3: Manage Recovery.....	15
De-brief .....	16
Staff Recovery .....	16
Incident Termination .....	16
Medium/ Long Term Recovery Actions .....	16
Incident Management Phase 4: Manage Resumption of Normal Operations .....	17
Manage Resumption.....	18
Post Incident Review (PIR) / Root Cause Analysis.....	18
Insurance .....	18
Appendices.....	19
Appendix 1: Type of Incidents .....	20
Appendix 2: Incident Management Team: CIMS Structure .....	22
Appendix 3: IMT Responsibilities .....	23
Appendix 4: Key Internal Documents .....	28
Appendix 5: Key Contacts .....	30
Appendix 6: Key Stakeholder Responsibilities in an Incident.....	31
Appendix 7: Stakeholder Contact Details Template.....	32

Appendix 8: Meeting Agenda Template.....	33
Appendix 9: Incident Log Template .....	34
Appendix 10: Briefing Template .....	35
Appendix 11: Communications Templates.....	36
Appendix 12: Action Plan .....	37
Appendix 13: Situation Report .....	38
Appendix 14: Shift Handover.....	39
Appendix 15: Post Incident Review .....	40
Appendix 16: Response Procedures Checklists.....	41
Appendix 17: Cyber Incident Management Approach.....	46

## Incident Definition:

An Incident is one that has the potential to cause harm to the population and severely disrupt, delay or stop the business operations of Watercare. It may potentially threaten the financial and / or operational viability of Watercare and place staff and other persons in a position of danger from an occupational health and safety perspective

## Objectives

In addressing any incident, Watercare applies the following critical objectives:

- Protect the safety and wellbeing of all staff, contractors, visitors, community and the public
- Protect stakeholder value by protecting property, assets, brand and public health
- Manage impacts on and recover services to customers, stakeholders and the community
- Maintain the loyalty and trust of our staff, to protect and enhance the long-term value of our services
- Respond, Recover and Resume normal operations

## What the plan covers?

This document has been designed to assist Watercare Services Limited (Watercare) respond to any event, which has potential to negatively impact achievement of Watercare's operational and strategic objectives.

This Incident Management Plan (IMP) sets out responsibilities and give guidance for matters to consider in an Incident. This plan helps avoid confusion and wasted effort and is designed to guide management in the planning of responses.

## Key Responsibilities

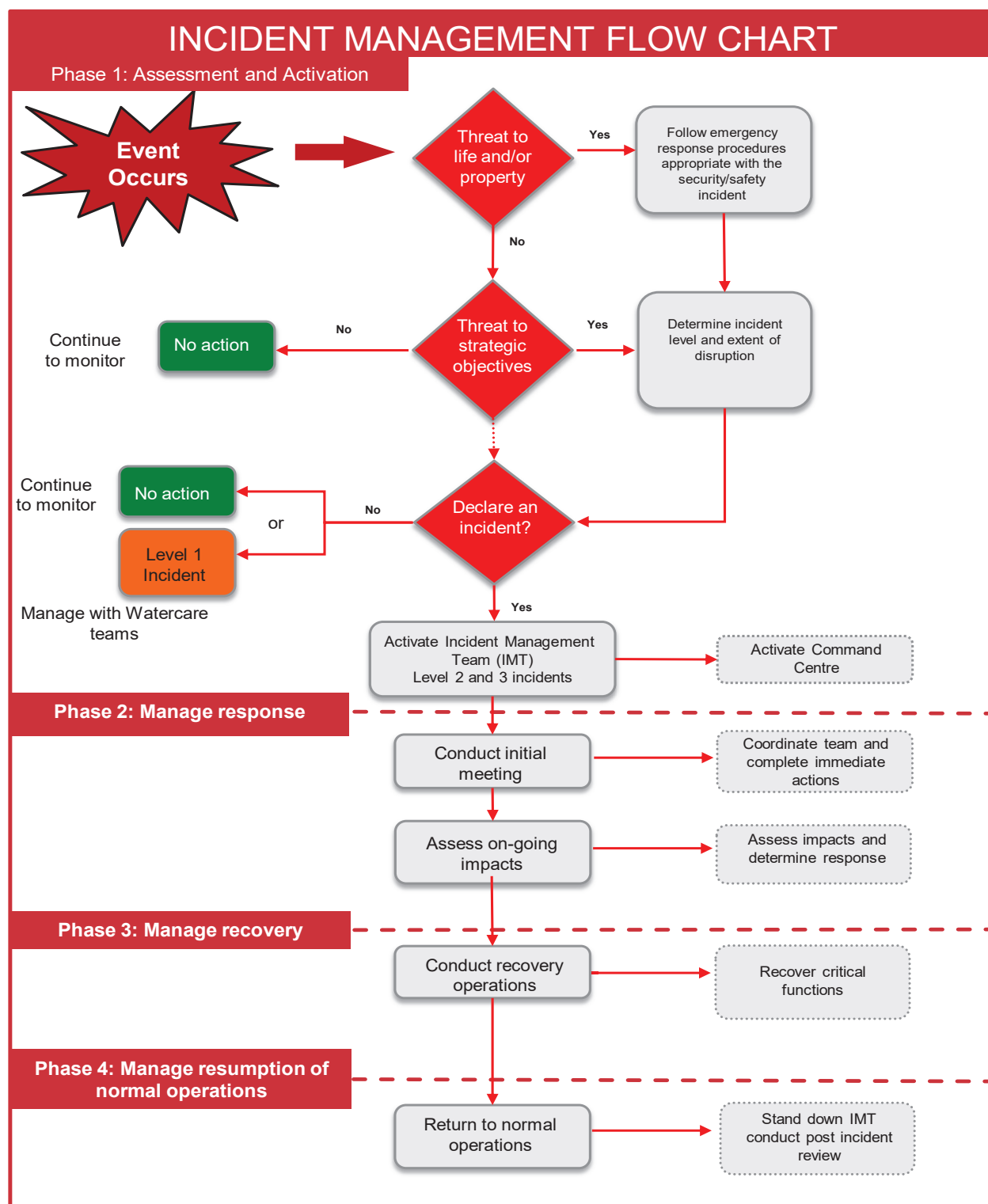
The key responsibilities of the Board, Chief Executive and Executive Team at various incident levels are outlined in Appendix 7.

The key responsibilities for the Incident Controller and the supporting coordinators (Intelligence, Planning, Operations, Logistics, Communications/ PIM and Welfare) have been defined in line with the CIMS structure and are available at Appendix 4.

## Scope

The Watercare Incident Management Team (IMT) will use the IMP to coordinate incident management activation, response, recovery and resumption of normal operations across all Watercare business units / areas.

The four incident phases and related actions are shown in the flow chart below



### Incident Management Phases

The incident management process is divided into four phases which are outlined below:

Phase	Phase Name	Actions
<b>Phase 1</b>	Assessment and Activation	Recognizing and declaring an incident Deciding the incident level Incident Management Team Activation Establish command centre
<b>Phase 2</b>	Manage Incident Response	Response Procedures Checklists Incident Templates including Actions, Plans, Reporting and Logs Incident Communications
<b>Phase 3</b>	Manage Recovery and Return to Normal Operations	Incident De-brief Development of longer term Recovery Plans Termination of Incident Stand down of Incident Team
<b>Phase 4</b>	Post Incident Review Resumption of Normal Operations and Stand Down	Complete post incident review workshop with key players Complete root cause analysis Develop plans to prevent recurrence

# Incident Management Phase 1: Assessment and Activation

Recognising and Declaring an Incident  
Deciding the Incident Level  
Incident Management Team Activation  
Establish Command Centre  
Incident Escalation  
Water Supply Contamination Notification  
Cyber Incidents  
Civil Defence and Emergency Management  
Auckland Regional Public Health Service



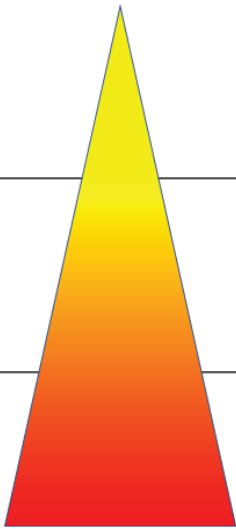
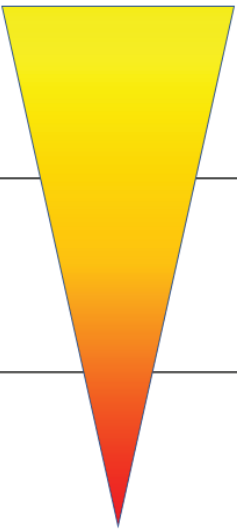
## Recognising and Declaring an Incident

An incident is any set of circumstances that has the potential to cause loss of service or damage to Watercare assets or harm to employees or the public. This requires a strategic, response that must take priority over normal business activity.

## Deciding Incident Levels

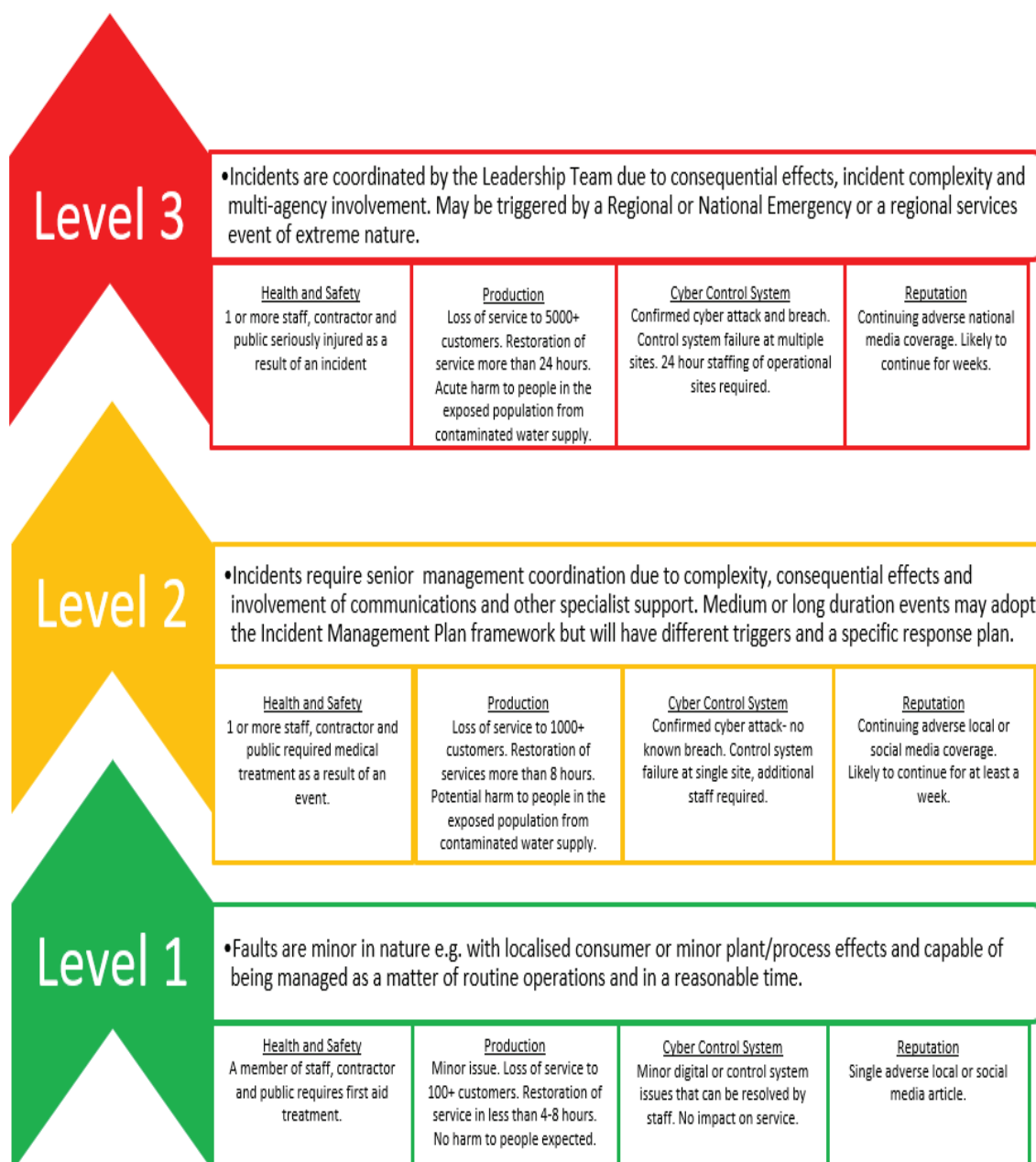
The graphic below gives an overview of the escalation level based on the potential for severe damage to Watercare people, operations, environment, long-term prospects and/or its reputation.

The Duty Officer or Watercare Manager will decide whether to activate the IMT, by accessing information collected about the incident from first responders or the impacted business areas.

Escalation Level	Consequences	Occurrence	Controller
LEVEL 1: Minor Incident			Duty Staff
LEVEL 2: Significant Incident			CIMS2 Trained Tier 3 Manager
LEVEL 3: Major Incident			Chief Officer or CIMS4 trained Tier 3 Manager

## Incident Escalation Levels

Examples of Level 1, 2 and 3 events/incidents are given below with more information for clarification in the Appendix 1 and 2 of the Incident Management Plan (IMP).



## Activation of the Incident Management Team (IMT)

The Duty staff will cover Level 1 incidents. Level 2 and 3 incidents will result in the formation of an Incident Management Team following the scalable CIMS structure. The IMT will be responsible for managing the response, recovery and resumption phases of Level 2 and 3 incidents. Core responsibilities include:

- Taking actions to assume control of any situation
- Providing leadership during incidents
- Evaluating the extent and impact of the incident
- Determining priorities within the organisation
- Directing recovery activities
- Managing resources including materials, equipment, staff and funding
- Coordinating and maintaining internal and external communications
- Restoring functions as quickly as possible to minimise loss or damage

The roles and responsibility of the IMT listed at Appendix 4.

The IMT will be **scaled** to address the size and complexity of the incident.

## Establish Command Centre

The Command Centre should be selected depending on the location of the incident. Normally it will be in Remuera Road where most staff are located. However, it can also be located at other Watercare sites.

## Escalation

Some incidents will escalate over time and incident level should be re-assessed where the position is clearly changing.

Where the incident is escalated (e.g. from Level 2 to 3), associated additional actions such as advising the Board should be completed.

## Water Supply Contamination Notification

Confirmed water contamination events will initially be assessed as a Level 3 incident requiring escalation. The detailed steps to be taken to communicate with all stakeholders in the event the water supply is contaminated is explained in detail in the separate supporting Water Contamination Communication Plan.

A link to the detailed Water Contamination Communication Plan is provided at Appendix 5(iii).

## Cyber Incidents

A Cyber Incident is an incident that occurs accidental or deliberately, and that affects Watercare's communications or information processing systems. An incident may be any event or set of circumstances that threatens the confidentiality, integrity or availability of information, data or services in Watercare.

Cyber incidents will be assessed by the Digital team using the criteria in this plan. The response stages of the incident are outlined in Appendix 18.

## National Emergency Management Agency

Where the incident has political and community implications, or the incident is part of a larger Civil Defence emergency, Auckland Civil Defence may be used to coordinate the wider impact of the incident leaving Watercare to manage the water/wastewater aspects of the incident:

- National Emergency Management Agency (NEMA) Emergency Coordination Centre (ECC) on impact on other agencies, community and political representatives (24/7 NEMA Duty Phone number).
- Engineering Lifelines Coordinator on implications to or from other lifelines (Name or through 24/7 NEMA Duty Phone number).
- Auckland Regional Public Health Services on managing the public health risk .
- Auckland Council: Environmental Services on managing the environmental effects (Pollution hotline).

Watercare will send a representative to all NEMA meetings where their incident extends to water and wastewater issues.

## Auckland Regional Public Health Service

Auckland Regional Public Health Service (ARPHS) have responsibilities under the Health Act in relation to public health issues. ARPHS primary role in this respect is to give technical advice and auditing of public health incidents. ARPHS is notified as required by the Health Act 1956 and when incidents pose significant public health risks and is contracted by the Ministry of Health to undertake investigations of outbreaks of infectious disease or illness.

Initially the role of ARPHS is advisory, however, they may identify any additional steps required to protect consumers.

Watercare will inform ARPHS of the situation including:

- The public health risk posed
- The numbers who could be affected
- Proposed mitigation plan covering
  - Actions to ensure drinking water safety
  - Actions to ensure safety of public
  - Proposed communication plan

ARPHS will be provided with copies of mitigation plans for information.

Updates on the effectiveness of measures within the mitigation plan will be provided at regular intervals.

Where monitoring indicates that the measures are not mitigating the public health risk as planned, further measures will be developed and implemented, including any specified by ARPHS.

In certain circumstances a Medical Officer of Health may require Watercare to take specific actions to protect public health under section 69ZZH of the Health Act.

Where issue of a 'boil water notice' is being considered, ARPHS should be consulted before it is issued.



## Incident Management Phase 2: Manage Response

Response Checklist  
Incident Communications

## Response Checklist

The response checklists are a set of guidelines for Watercare staff to consider in all incidents. The checklists give suggested steps and may vary depending on the specifics of the incident. The checklists are not prescriptive but are designed to guide the IMT ensuring they consider all necessary aspects of the incident, and assess the situation based on the facts at the time.

The Incident Checklist gives the key steps from the start to finish for any incident.

NOTE: Where applicable in the first instance, the site emergency procedures should be implemented and followed. Only when the site is declared safe, should the IMT begin their planned actions.

	Corresponding Plans	Response Checklists
1.	<u>Site Security Plans</u>  Site Lockdown   Chlorine Leak at Major Hazard Facility  Fire Evacuation	Armed Offender  Civil Unrest (e.g. Violent Protest, Strike, Demonstration)  Explosive Device  Fire, Environmental, Biological, Radiological, Chemical Release  Site Evacuation
2.	<u>Digital</u>  Potential Cyber Intrusion  Failure of Control Systems	Cyber Security Incident  IT and consequent utility failure
3.	Pandemic Plan	Health Issue / Disease Outbreak

## Incident Communications

During all incidents, **all** communications will be reviewed and approved by the communications manager.

The communications manager will develop a communications strategy which will be tailored by the communications coordinator to suit the incident type.

During the incident staff **should not** contact or respond to any media enquiries. Any requests for information received from media sources should be sent to the communications coordinator for action.

The communications coordinator will:

- Respond to media enquiries
- Oversee supporting telephone and Watercare internet messaging
- Liaise with the Head of Commercial Customers to give proper messaging for Key Accounts. A list of Key Account areas is given in Appendix 5 (iii)
- Communications will tailor messaging to specific Stakeholder groups

Regular internal communication on the incident must be coordinated by the PIM and approved by the Incident Controlled to ensure consistent messaging.

## Incident Management Phase 3: Manage Recovery

De-brief  
Staff Recovery  
Incident Termination  
Medium/ Long Term Recovery Actions



## De-brief

A de-brief will be completed immediately after an incident has concluded. The teams involved in the de-brief will review any further actions arising from the incident and decide the date for the Post Impact Review.

De-briefs involve all participants in the incident or exercise including contractors, service providers, affected parties and in some cases regulatory agencies. The Incident Controller or other assigned person will facilitate the de-brief.

## Staff Recovery

Use Business Unit Loss of site Business Continuity Plans (BCP's)

## Incident Termination

Authority for ending an incident rests with the Incident Controller after discussion with the relevant Chief Officers and the Chief Executive.

A recovery plan, which will continue after termination of the incident, should be developed and implemented.

## Medium/ Long Term Recovery Actions

Agree actions required including upgrades and replacement to ensure the operations return to business as usual. Ensure supporting business cases are completed and any project are incorporated in Watercare's Asset Management Plan (AMP).

## Incident Management Phase 4: Manage Resumption of Normal Operations

Manage Resumption  
Post Impact Analysis / Root Cause Analysis  
Insurance

## Manage Resumption

Business units will follow agreed continuity plans to resume normal operations once an incident is closed.

## Post Incident Review (PIR) / Root Cause Analysis

A PIR should be held at a suitable time after the event, to conduct a deeper analysis of gaps, follow-up on actions, key impacts and future prevention strategies.

### **Guidance on conducting a PIR:**

When conducting a PIR, focus on the three “W’s”:

- What happened?
- What went well?
- What can we do differently?

A PIR should be prompt, accurate, interactive, objective and constructive. Different techniques can be used to collect information including surveys, workshops and/or interviews.

Root Cause Analysis should be used to find the underlying issue which caused the recent circumstances to eventuate.

The Post Incident Review and Root Cause Analysis evaluation / findings will inform recovery and future improvement actions.

## Insurance

For all incidents, the Watercare’s insurance focal point in the Finance team will be advised and will inform our insurance brokers as appropriate. The Watercare’s insurance broker will advise relevant insurers, in case of a future claim.

## Appendices

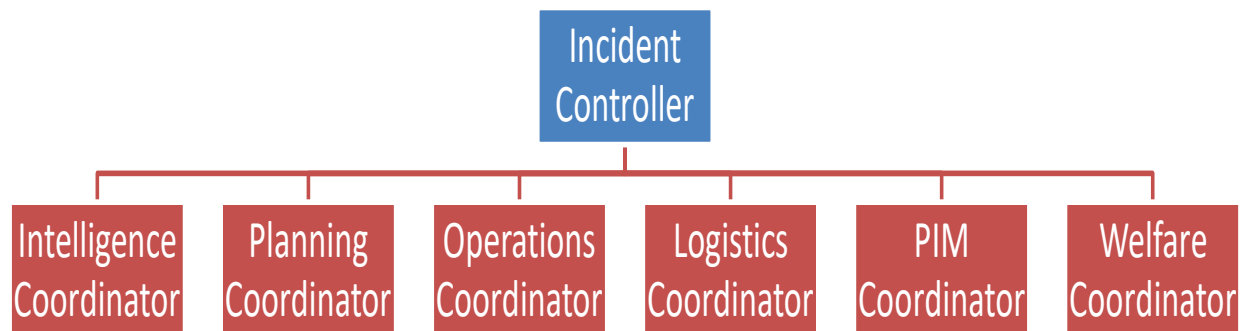
1. Type of Incidents
2. Levels of Incident- Cyber
3. Incident Management Team: CIMS Structure
4. Responsibilities of Individuals
5. Key Internal Documents
6. Key Contacts
7. Key Stakeholder Responsibilities in an Incident
8. Stakeholder Contact Details template
9. Meeting Agenda Template
10. Incident Log Template
11. Briefing Template
12. Communications Templates
13. Action Plan Templates
14. Situation Report Template
15. Shift Handover Template
16. Water Supply Threat Levels
17. Post Incident Review
18. Response Procedures Checklists

## Appendix 1: Type of Incidents

Type of Incident	Level 1	Level 2	Level 3
<b>Health and Safety</b>	A member of staff required basic First aid treatment	1 or more staff required medical treatment / hospitalisation because of an event	1 or more staff seriously injured because of an event
<b>Operations Service Delivery</b>	Compromised Service Delivery 4-8 hours  Loss of service to 100 customers. Restoration of service within 4-8 hours	Service Disruption 8-12 hours  Loss of service to 100-1000 customers. Restoration of services within 8-12 hours	Major loss of Service for > 12 hrs  Loss of service to >1000+ customers. Restoration of service more than 12 hours
<b>Operation Production</b>	Loss of water / wastewater treatment / transmission capability that does not affect customer or the environment  Transgression from DWSNZ requirements, where limited remedial action is required  No harm to people	Unplanned loss of supply/service for 100 to 1,000 customers for more than 24 hours  Non-compliance with DWSNZ requirements that necessitates a small scale response / remedial actions. DW Assessor assigned to provide oversight  Potential harm to people from contaminated water supply	Unplanned loss of supply/service for 1,000 to 5,000 customers for more than 24 hours  Non-compliance with DWSNZ or the Health Act requirements that necessitates a large scale response / remedial actions. Statutory powers of the DWA and/or MOH are exercised  Acute harm to people from contaminated water supply
<b>Cyber-attack on Control System</b>	Minor digital or control system issues that can be resolved by staff. No impact on service  Minimum or no impact on Watercare data or digital infrastructure.	Confirmed cyber-attack- no known breach. Control system failure at single site, more staff needed  Impacting sensitive user data. Potential of disrupting services.	Confirmed cyber-attack and breach. Control system failure at multiple sites. 24-hour manning and full operations support required  High likelihood of impacting user and customer data. High likelihood of affecting systems and software which affect Watercare's ability to provide continual services to customer.
<b>Loss of IS capability</b>	Minor Digital faults. No impact on business capability	Loss of business tools and/or applications needing immediate management action	Significant loss of Digital capability – Watercare operations affected

Type of Incident	Level 1	Level 2	Level 3
<b>Reputation</b>	Single adverse local or social media article	Continuing adverse local or social media coverage. Likely to continue for a week	Continuing adverse national media coverage likely to continue for weeks
<b>Loss of Laboratory capability</b>	Minor issues, no significant impact on laboratory	Loss of some testing capability needing immediate management action	Loss of significant testing capability requiring immediate management action
<b>Loss of reporting fault capability</b>	Minor issue, no impact on fault reporting	Fault reporting affected, diversion to external fault contractor required	Fault reporting capability ceases to function. Faults BCP activated

## Appendix 2: Incident Management Team: CIMS Structure



Function	Responsibilities
<b>Controller</b>	Coordinates and controls the response
<b>Intelligence Coordinator</b>	Collects and analyses information and intelligence related to context, impact and consequences; also distributes intelligence outputs
<b>Planning Coordinator</b>	Leads planning for response activities and resource needs
<b>Operations Coordinator</b>	Gives detailed direction, coordination, and supervision of response elements on behalf of the Control function
<b>Logistics Coordinator</b>	Provides personnel, equipment, supplies, facilities, and services to support response activities
<b>Public Information Management (PIM) Coordinator</b>	Develops and delivers messages to the public, directly and through the media, and liaises with the community if required
<b>Welfare Coordinator</b>	Coordinates the delivery of emergency welfare services and resources to affected individuals, families/whānau, and communities



## Appendix 3: IMT Responsibilities

The following table provides guidance on IMT responsibilities.

<b>Incident Controller:</b> Responsible for leading the IMT and making key decisions throughout an incident.
Setting objectives and providing an Action Plan that describes how they will be achieved
Directing the response
Confirm the safety and wellbeing of all staff, contractors and visitors
Obtain a briefing from the relevant person if incident or disruption has occurred
Assess the severity of the potential incident and determine incident level
Formally declare an 'Incident' after consultation with Chiefs and Chief Executive
Notify IMT members of location and time for the initial briefing
Activate the Incident Command Centre
Instruct IMT Support to maintain incident logs
Facilitate initial IMT meeting and confirm IMT protocols
Brief the Executive Team on incident
Ensure shift change over is activated after 10 hours

<b>Intelligence Coordinator:</b> is responsible for the collection and analysis of information relation to the context of the incident
Liaise with the Incident Controller and establish protocols for providing support and guidance to IMT
Participate in IMT meetings
Gather, collate and analyse information
Gather information on the situation including: <u>Incident Details</u> <ul style="list-style-type: none"> <li>What happened?</li> <li>When did the incident happen?</li> <li>What is the current situation?</li> <li>Anyone injured? How many? Who?</li> <li>Environmental impacts</li> <li>Infrastructure impacted : What is working / not working</li> <li>Is the situation stable, escalating or deescalating?</li> <li>Potential duration of impact</li> </ul> <u>Site details</u> <ul style="list-style-type: none"> <li>Current construction/operations underway</li> <li>Site occupancy levels</li> </ul> <u>Actual and potential impacts to stakeholders / public:</u> <ul style="list-style-type: none"> <li>Internal and external stakeholders impacted</li> <li>Water supplies impacted</li> </ul> <u>Weather conditions:</u> <ul style="list-style-type: none"> <li>What is the weather forecast for the next 24- 48 hours?</li> </ul>
Liaise with Emergency Services to obtain further information
Develop and distribute intelligence related to situation reports
Contribute to the development of the Action Plan
Monitor and review internal and external situation for possible impact on the Action Plan

<b>Planning Coordinator:</b> Leads planning for response activities and related resource needs
Participate in IMT meetings
Ensure Planning Log is maintained
Assess planning unit resources to ensure continued effective operation and request additional resource if required
Develop long-term plans and contingency plans
Identify key risk exposures relating to the incident
Develop and maintain register of all resources requested, en-route, allocated to, and released from the incident
Assist with planning the transition to recovery

<b>Operations Coordinator:</b> Operations is responsible for the day-to-day coordination of the response, detailed task planning, and the implementation of the Action Plan
Participate in IMT meetings
Coordinate day-to-day response activities on behalf of the Controller
Contribute to the development of the Action Plan
Implement the Action Plan, making minor amendments as the situation changes (the Operations Manager handles assessing whether any changes require the Controller's approval)
Plan response tasks in detail
Communicate with the Public Information Management (PIM) Coordinator regarding any hazards identified
Activate alternate site/s, following advice from Recovery Coordinator
Procure and maintain physical resources, facilities, services and materials as needed
Integrate Liaison Officers into the PIM Coordinator
Forecast resource use or needs to Logistics and liaise with Planning and Logistics Coordinator

<b>Logistics Coordinator:</b> Logistics is responsible for providing and tracking resources to support the response and the affected communities, and providing logistics advice to other functions in the IMT
Participate in IMT meetings
Ensure Operations Logs are maintained
Request, receive, store, maintain, and issue procured resources
Coordinate establishment of staging area at incident site, such as media staging areas, family reception area etc. as directed by Operations Coordinator
Liaise with external resources and services providers and ensure procurement agreements are in place
Regularly provide progress reports on logistical support to the Incident Controller
Anticipate and estimate future service and support requirements
Ensure that staff members have enough supply of food and drinks during the span on the incident

<b>PIM Coordinator:</b> Also known as the Public Information Management (PIM) function is responsible for providing advice to the IMT Lead on reputational issues, whilst also managing internal and external communications. The function is responsible for informing the public about the incident and the response (including actions they need to take), media liaison and monitoring, and community liaison.
Participate in IMT meetings
Ensure Communications Log is maintained
Confirm procedures with the Incident Controller for approval of media releases / statements and other communications
Notification of progress to Contact Centre It is essential that the Contact Centre is kept up to date of progress particularly regarding consumer effects so that the correct messages can be relayed to incoming customer callers
Prepare and share information directly to the public (via social media, public meetings, pamphlets etc.), or via the media. Note that the content of official information such as warnings is generated by official processes, and approved by the Controller
Formulate and implement communication strategies to manage on-going communications
Monitor the public and media reactions and pass information to the relevant IMT function
Facilitate monitoring of stakeholder responses including media/social media activity
Establish effective media call logging system
Establish and maintain links with local media, and relevant government authorities
Establish and maintain links with Emergency Services
Ensuring call centres, helplines and reception personnel have current public information and key messages

<b>Welfare Coordinator:</b> Responsible for providing advice and managing issues relating to risk, health and safety and the wellbeing of staff, contractors and visitors.
Participate in IMT meetings
Ensure Welfare Log is maintained.
Assess current and potential people risks
Monitor and track the wellbeing of staff, contractors and visitors
Identify vulnerable staff
In conjunction with the Communications Coordinator, contact next of kin of injured people
Maintain records about the location and deployment of people resources
Determine people resources needed to respond to the incident
Assist with organising provision of counseling and welfare support arrangements
Manage relevant people issues and risks. i.e. fatigue management, trauma awareness, etc
In conjunction with Operations Coordinator, establish a Family Reception staging area if appropriate. In conjunction with the Communications Coordinator maintain liaison with next of kin
Arrange counsel support for 'at risk' individuals and promote welfare support

<b>Business Recovery Coordinator:</b> Responsible for providing advice and managing issues relating to the recovery of business functions (i.e. business continuity).
Participate in IMT meetings.
Ensure Business recovery logs are maintained
Conduct Impact Assessments to determine impacts on Critical Business Functions and mitigating actions
Identify impacted Critical Business Functions, including services, systems and infrastructure. Identify Critical Business Functions that cannot be restored within agreed recovery time objectives
Work with Operations Coordinator to activate alternate site/s for staff relocation, if necessary
Coordinate recovery procedures including restoration of Critical Business Functions
Provide personnel and skills for recovery of Critical Business Functions
Manage the insurance requirements during the incident
Identify site relocation or rebuilding requirements
Liaise with the Operations Coordinator to procure / purchase needed equipment/supplies to restore Critical Business Functions
Facilitate phased resumption of business operations
If required, commence planning for long term recovery and restoration including activation of third-party sites

<b>Support Coordinator:</b> are responsible for recording meetings and decisions, managing the Controller's diary, answering calls and responding to emails, and ensuring that the Control administrative arrangements are in place.
Participate in IMT meetings
Follow direction from Incident Controller
Ensure Support Log is maintained
Establish the IMT command room <ul style="list-style-type: none"> <li>Set up whiteboards, butchers paper and logs to collect information</li> <li>Set up remote dial-in capabilities (conference call in)</li> </ul>
Establish visual boards – Fact board, assumptions board, action log
Organise the provision of catering for the IMT
Arrange for shift rosters to be prepared and coordinate shift handovers
Provide administrative support to IMT
Collate and file all records related to the event

Appendix 4: Key Internal Documents

Name of Document	Location
Callout Roster	
Incident Management Plan	
Contact Lists	
Preferred Suppliers	
Key Accounts/Customers	
Facility Criticality	
Generators	
Specific Response & Recovery Plans	
Resources	
Health & Safety Plan	
Business Continuity Plan (BCP)	
Laboratory (BCP)	
Critical Staff Matrix	
Watercare Quality Event	
Lifeline Utility Protocols	
Standard Operating Procedures	



Water Contamination Communications Plan	
---	--

Websites	Location
Civil Defence Website	<a href="http://www.aucklandcivildefence.org.nz">www.aucklandcivildefence.org.nz</a>
Auckland Regional Public Health Service	<a href="http://www.arph.govt.nz">www.arph.govt.nz</a>
Auckland Engineering Lifelines	<a href="http://www.aelg.org.nz">www.aelg.org.nz</a> (Members area password is cyclone99)
Weather Warnings	<a href="http://www.metservice.com/warnings/home">www.metservice.com/warnings/home</a>
Tsunami warnings	<a href="http://www.geonet.org.nz/tsunami">www.geonet.org.nz/tsunami</a>
Volcanic warnings	<a href="http://www.geonet.org.nz/volcano">www.geonet.org.nz/volcano</a>
Earthquake information	<a href="http://www.geonet.org.nz/quakes">www.geonet.org.nz/quakes</a>
Regional Critical Infrastructure	<a href="http://www.aelg.org.nz">www.aelg.org.nz</a>

### Appendix 5: Key Contacts

#### Internal contacts

Name	Title	Function	Work Phone	Mobile Phone
	Auckland Council	Environmental Services		
	Auckland Regional Public Health Services	Managing Public Health Risk		
	National Emergency Management Agency			
	Engineering Lifelines Coordinator			

#### External contacts

Name	Job Title	Function	Work Phone	Mobile Phone
	Watercare Contact Centre	Watercare Fault/Enquires (24hrs) Staffed 7.30am - 6.00pm		
	Watercare Contact Centre	Contact Centre Priority Number		



## Appendix 6: Key Stakeholder Responsibilities in an Incident

Stakeholder	Incident Levels		
	Level 1	Level 2	Level 3
<b>Executive Team</b>	Assign appropriate Watercare teams to manage incident  Oversee incident actions  Advise Chief Executive  Provide supporting resources	Appoint Incident Controller  Review action plans  Provide regular update reports  Draft media briefings  Provide resources and support for the IMT	Appoint Incident Controller (senior Tier 3 or Chief officer)  Lead development of the action plan  Management of IMT  Provide regular update reports  Draft media briefings and attend press briefings if required  Provide resources and support for the IMT
<b>Chief Executive</b>	Monitor incident information	Assume incident governance role  Receive briefings, and approve action plans  Approve appointment of Incident Controller  Approve media briefings  Advise Board if incident is escalating or is likely to impact external stakeholders	Assume incident governance role  Receive briefings, approve action plans and provide strategic updates to the Board  Approve appointment of Incident Controller  Lead media briefings as the face of Watercare.  Oversee management of external stakeholders
<b>Board</b>	No Action	No Action  Note advisories for escalating incidents	Receive regular incident briefings  Attend media briefings with Chief Executive if required  Provide a sounding board during the incident to independently assess: <ul style="list-style-type: none"> <li>• IMT performance against values</li> <li>• Perceived effectiveness of external communications</li> </ul> Provide briefings to the Mayor, Councillors and Stakeholders  Act as an advocate for Watercare with external stakeholders and provide feedback received from external stakeholders

Appendix 7: Stakeholder Contact Details Template

Incident Management Team

Team Position	Name	Job Title	Work Phone	Mobile Phone
Incident Controller				
Support Coordinator				
Intelligence Coordinator				
Planning Coordinator				
Operations Coordinator				
Logistics Coordinator				
Communication Coordinator (PIM)				
Welfare Coordinator				
Business Recovery Coordinator				
Chief Warden				

## Appendix 8: Meeting Agenda Template

#	Agenda Item	By whom	<input checked="" type="checkbox"/>
-	Establish Log Keeping and Records	Coordinator Support	
1.	Convene meeting and confirm presence and welfare of all IMT	Incident Controller	<input type="checkbox"/>
2.	Confirm IMT roles and responsibilities	Incident Controller	<input type="checkbox"/>
3.	<ul style="list-style-type: none"> <li>Agree IMT protocols:</li> <li>Purpose of meeting</li> <li>Duration</li> <li>Mobile and tablet/laptop etiquette</li> </ul>	Incident Controller	<input type="checkbox"/>
4.	Share information with IMT: <ul style="list-style-type: none"> <li>Summary of events (Incident Controller)</li> <li>Confirmation of staff, contractors and visitors' safety and potential injuries (Operations)</li> <li>Update on people follow-on welfare (People)</li> <li>Communications and Media (Communications)</li> <li>Disruption to services. (Recovery)</li> <li>IT resources and requirements (ICT)</li> <li>Additional information (All IMT Members)</li> </ul>	All IMT members	<input type="checkbox"/>
5.	Determine if any IMT members have previous experience in a similar event	Incident Controller	<input type="checkbox"/>
6.	Confirm Communication Strategy and procedures	Communications Coordinator	<input type="checkbox"/>
7.	Conduct Impact Assessment	All IMT members	<input type="checkbox"/>
8.	Consider setting longer term (e.g. 24 hours, 1 week) objectives to achieve	Incident Controller	<input type="checkbox"/>
9.	Agree on immediate tasks/actions	Incident Controller	<input type="checkbox"/>
10.	Confirm time of follow-up meeting to provide update on actions and outcomes	Incident Controller Team Support	<input type="checkbox"/>

## Appendix 9: Incident Log Template

The following tool should be used to record information and decisions made during an incident. The information captured should be used by the IMT help monitor their progress, support Emergency Services who may need access to information, and refer to post incident so as to develop lessons learned.

[illegible]

## Appendix 10: Briefing Template

The following tool should be used by members of the IMT to structure briefings and ensure succinct communication during meetings and when communicating with relevant stakeholders.

<b>What has occurred</b> <i>(Description of known facts about the disruption / incident)</i>
Time:  Specific Location:  Description:
<b>What has been the response?</b> <i>(Actions conducted to date)</i>
<b>What is planned to occur</b> <i>(Actions to be conducted)</i>
<b>Risk and Impact</b> <i>(Is there an increase in risk to personnel and/or property? Current impact assessment)</i>
<b>Control, Command, Communications</b> <i>(Current communications plan)</i>
<b>Next briefing will occur at:</b> <i>(time)</i>

## Appendix 11: Communications Templates

The Communication Coordinator should use the following template to record planned and completed communications.

<b>Audience</b>	<b>Key Messages</b> (To be included in the communications)	<b>Method</b> (email, SMS, phone call)	<b>Frequency/ When</b> (2 hours / daily)	<b>Comms Approval</b> (Who is approving this comms)	<b>Comms Release</b> (Who is releasing the comms)
<b>INTERNAL</b>					
Example: Receptionist	Holding message for callers. - Incident has occurred which is being managed by IMT - Updates will be provided on Watercare's website	Email	Every 2 hrs	Communications Coordinators	Communications Team
Security					
Watercare Staff					
<b>EXTERNAL</b>					

The communications coordinator will provide the retail team with pre-approved templates are used to communicate with customers via txt, email or phone

## Appendix 12: Action Plan

Action Plan			
Coordination Centre			
Type of report			
Report number			
Incident			
Date and time issued		Operational period covered	
Summary of incident			
Aim			
Objectives			
Plan of action/strategy			
Designated tasks			
Limiting factors			
Coordination measures			
Resource needs			
Information flow			
Public information plan			
Communications plan			
Organisation			
Appendices			
AP prepared by	Name:	Rank:	
	Response Role		
	Contact details: Phone number: Email:	Signature:	
AP approved by	Name:	Rank:	
	Response Role		
	Contact details: Phone number: Email	Signature:	
Distribution			

## Appendix 13: Situation Report

Situation Report			
Coordination Centre			
Type of Report			
Report Number			
Incident			
Date and time issued		Period covered	
Summary of incident			
Actions carried out			
Predicted incident progression			
Resources in place			
Resources required			
Limiting factors			
Assessment			
Options			
Intended actions			
SitRep prepared by	Name:	Rank:	
	Response Role:		
	Contact details: Phone number: Email	Signature	
SitRep approved by	Name:	Rank:	
	Response Role:		
	Contact details: Phone number: Email:	Signature	
Distribution			
Next SitRep due at	Date	Time	



## Appendix 14: Shift Handover

All shift handovers should be coordinated by the Support person and attended by both the outgoing and incoming role holder, as well as the Incident Controller where practicable. All shift changeovers will be planned and where possible, occur during daylight hours, outside of critical periods.

The following template should be used to ensure that a comprehensive handover is completed, and all relevant information passed on to the incoming role holder.

SHIFT HANDOVER TEMPLATE		
From:		To:
Item:	Details:	Handover Notes:
1.	Current Situation	
2.	Progress and projected developments	
3.	Current response plan, objectives, strategies and rationale	
4.	Current operational activities	
5.	Special hazards and safety issues	
6.	Outstanding or ongoing actions	
7.	Relevant resources and their deployment	
8.	Current and potential key risk exposures e.g. safety, operations, financial, legal, regulatory, and reputational	
9.	Key contacts and communication arrangements	
10.	IMT shift and welfare arrangements	
11.	Documentation control e.g. location of key information/documents	
12.	Any other relevant functional items	

## Appendix 15: Post Incident Review

### Points to cover during a PIR

Element	Description
Objectives	<p>The purpose of this PIR was to evaluate the incident actions undertaken during the incident. The PIR worked under the following framework:</p> <ul style="list-style-type: none"> <li>▪ Review what occurred during the incident</li> <li>▪ Identify what worked well in relation to the incident response and management procedures</li> <li>▪ Identify areas of improvement within the incident response and management procedures during the incident</li> </ul>
Background	<p>Details of the Incident: What happened?</p> <ul style="list-style-type: none"> <li>▪ Where did it happen?</li> <li>▪ What was the impact (quantified) across assessed impact areas?</li> <li>▪ What was the outcome?</li> </ul>
Assessment Criteria	<ul style="list-style-type: none"> <li>▪ Detection of the incident.</li> <li>▪ Notification of the incident.</li> <li>▪ Assessment and evaluation of the incident</li> <li>▪ Information capturing and management</li> <li>▪ Command structure and roles</li> <li>▪ Mobilisation of team(s)</li> <li>▪ Response strategy used</li> <li>▪ Response resources used</li> <li>▪ Response effectiveness</li> <li>▪ Recovery effectiveness</li> <li>▪ Internal communications</li> <li>▪ External agency relations</li> <li>▪ Public Relations</li> </ul>
Recommendations	Based on the assessed criteria
Conclusion	Summary of report

## Appendix 16: Response Procedures Checklists

These response procedures should be read in conjunction with Incident Escalation Checklist and any Watercare standard operating procedures. The Incident Escalation Checklist provides the general steps from start to finish for any incident. The below actions are those actions specific to a particular incident, if relevant.

Response Procedure: Active Armed Offender	
Actions	<input checked="" type="checkbox"/>
Establish contact with responders (e.g. wardens and security). Ensure they have contact with Police.	<input type="checkbox"/>
Establish ongoing liaison protocols with first responders and Police for updates.	<input type="checkbox"/>
Establish protocols for gathering information.	<input type="checkbox"/>
Confirm if there have been any casualties.	<input type="checkbox"/>
If safe, identify last known location of the active armed offender, including a description of the offender/s and whether they are moving in any particular direction.	<input type="checkbox"/>
If safe, record details of any weapons being used.	<input type="checkbox"/>
Confirm areas of the site that are locked down, and areas that have been evacuated.	<input type="checkbox"/>
Consider the short-term and medium-term requirements for staff (e.g. amenities, food)	<input type="checkbox"/>
After lockdown has finished, ensure confirmation from Police that it is safe for personnel to move.	<input type="checkbox"/>
After lockdown has finished, ensure security and first responders conduct a sweep of the site to confirm possible injuries or trauma, damage to property and any additional threats.	<input type="checkbox"/>
Confirm any final tasks with Police prior to their departure, or after their departure.	<input type="checkbox"/>

Response Procedure: Civil Unrest (e.g. Violent Protest, Strike, Demonstration)	
<b>Actions</b>	<input checked="" type="checkbox"/>
Inform and, in the initial instance, obtain advice from Police.	<input type="checkbox"/>
Once threat determined, provide direction to responders (e.g. wardens, security) to activate emergency procedures in accordance with SOPs.	<input type="checkbox"/>
Restrict all access to site and establish security procedures.	<input type="checkbox"/>
Establish protocols for gathering information. Obtain the following information as a minimum: <ul style="list-style-type: none"> <li>Who is involved?</li> <li>The nature of the unrest and motivation</li> <li>Is the protest imminent or is there time to implement further safety protocols?</li> <li>Is there a likelihood of physical violence?</li> </ul>	<input type="checkbox"/>
Where Watercare is directly targeted by a third party, consider establishing a high-level negotiation team to discuss issues and resolve conflict with key stakeholders (this will be done in conjunction with Police and other relevant agencies as advised by the Police).	<input type="checkbox"/>

Response Procedure: Explosive Device	
<b>Actions – First Responders (Warden Team)</b>	<input checked="" type="checkbox"/>
Initiate immediate actions – evacuate immediate area.	<input type="checkbox"/>
Advise Police and establish ongoing liaison protocols (at a tactical level).	<input type="checkbox"/>
Identify and establish perimeters to prevent people from going near the suspect device / entering the area of the explosion unnecessarily.	<input type="checkbox"/>
Restrict physical access to buildings, if evacuation is not restricted.	<input type="checkbox"/>
If possible and safe, restrict further vehicle access to site (bollards, gates, etc.).	<input type="checkbox"/>
Ensure barriers do not inhibit the evacuation of people or access by Emergency Services.	<input type="checkbox"/>
If possible and safe, activate triage staging area.	<input type="checkbox"/>
Assess safety of existing normal evacuation routes and assembly area. If not safe, identify alternate assembly areas to evacuate to.	<input type="checkbox"/>
Meet and brief Police when they arrive.	<input type="checkbox"/>
<b>Actions – Incident Management Team</b>	<input checked="" type="checkbox"/>
Establish ongoing liaison protocols with security for updates.	<input type="checkbox"/>
Establish situational awareness protocols (collect information, assess, act).	<input type="checkbox"/>
Ensure access to site plans, zone maps, and CCTV footage where possible.	<input type="checkbox"/>
Establish ongoing Police liaison person.	<input type="checkbox"/>
Establish a plan for the immediate, short term and medium-term care of people.	<input type="checkbox"/>
Provide Police access to incident logs.	<input type="checkbox"/>
Consider and respond to implications on operations.	<input type="checkbox"/>

Response Procedure: Fire, Environmental, Biological, Radiological, Chemical Release	
<b>Actions</b>	<input checked="" type="checkbox"/>
Coordinate with internal response teams to ensure relevant areas have been evacuated, and emergency procedures are being followed.	<input type="checkbox"/>
Confirm that Emergency Services have been notified and have clear access to impacted area.	<input type="checkbox"/>
Liaise with internal emergency response teams and Emergency Services to stabilise and contain the scene as soon as possible.	<input type="checkbox"/>
Ensure assembly point management is in place. Staff may go to safe areas within sites where approved	<input type="checkbox"/>
Establish and manage triage area.	<input type="checkbox"/>
Where risk spreads beyond site/ site boundary, notify police, neighbours and community.	<input type="checkbox"/>
Develop a plan for any casualties and next of kin. Establish counselling and welfare for affected people.	<input type="checkbox"/>
Seek appropriate specialist advice to minimise, contain and control.	<input type="checkbox"/>
Assess all hazards to people and the environment and provide response.	<input type="checkbox"/>
Liaise with environmental authorities, appropriate Government, health and regulatory bodies, and investigative authorities.	<input type="checkbox"/>
With external supports, define recovery goals and implement a full recovery plan.	<input type="checkbox"/>
Evaluate and prepare response to any likely, broader operational effects.	<input type="checkbox"/>
Consider legal, commercial, risk management and insurance ramifications of the incident.	<input type="checkbox"/>
Consider longer term implications and potential need to evacuate larger parts of the site.	<input type="checkbox"/>

Response Procedure: Health Issue / Disease Outbreak	
<b>Actions</b>	<input checked="" type="checkbox"/>
Liaise with Public Health and DHB to obtain guidance.	<input type="checkbox"/>
Establish an exclusion zone / containment area and access point, supported by security procedures.	<input type="checkbox"/>
Liaise with Emergency Services for the coordination of impacted individuals to healthcare facilities on or offsite.	<input type="checkbox"/>
Secure alternate sources of supply (e.g. water or food).	<input type="checkbox"/>
Evacuate or stand-down all non-essential personnel while risk continues.	<input type="checkbox"/>
Post health warnings and brief visitors to campus or incident location while risk continues.	<input type="checkbox"/>
Assess exposure/culpability in outbreak.	<input type="checkbox"/>
Following incident, ensure a clearance inspection conducted to ensure it is safe prior to allowing access again.	<input type="checkbox"/>

## Appendix 17: Cyber Incident Management Approach

### Cyber Response functions

Security Incident Lifecycle Phase	Action
The "Preparation" phase allows Watercare and its incident response team to prepare for incident handling (and, if possible, to reduce probability of an incident occurring).	
Phase 1	During the "Detection and analysis" phase the incident response team analyses symptoms that might indicate an incident and decides whether it indeed is an incident.
Phase 2 and 3	The "Containment, eradication and recovery" phase is the period in which incident response team tries to contain the incident and, if necessary, recover from it (restore any affected resources, data and/or processes).
Phase 4	In the "Post-incident activity phase" the incident and all relevant incident handling procedures are analysed with two goals in mind: to reduce the probability of similar incident happening again and to improve incident handling procedures.



## Kanban Board Management Guide

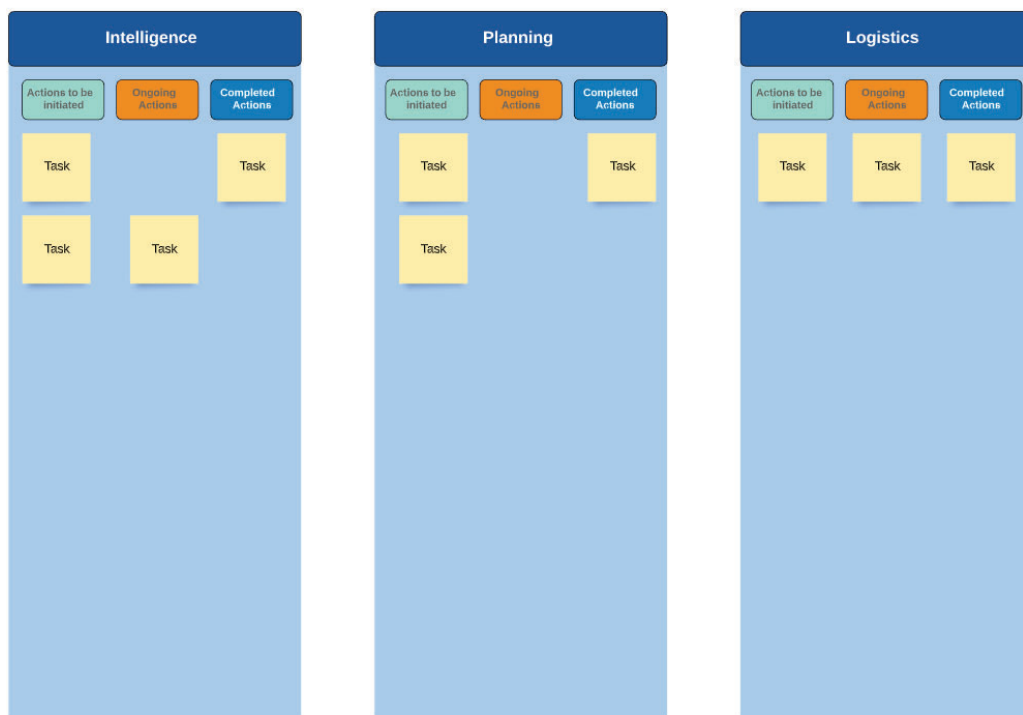
The task boards are set up in accordance to the CIMS (Coordinated Incident Management System) framework combined with the Kanban method.

The Kanban method is a visual system for managing workflow. It helps eliminate bottleneck, creates visibility and improves efficiency within the Incident team.

### Task board / Physical Kanban board (board and post-its)

- This is the primary repository.
- Each team needs to update the board with all tasks and actions they are working on and planning to work on.
- The board creates an overview of what the team is tackling on.

#### Sample format:



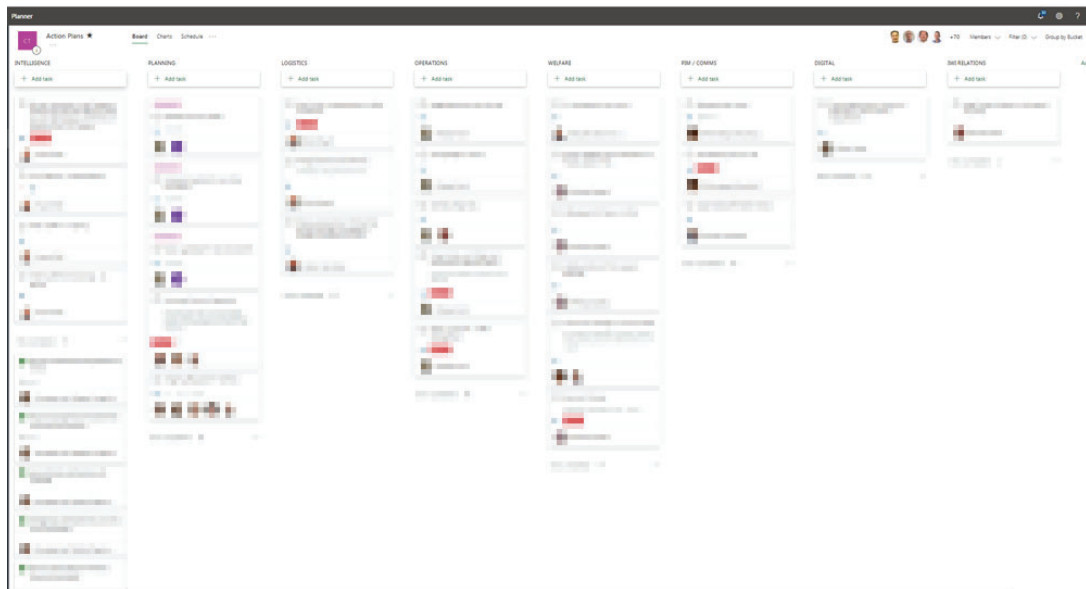
### Online Kanban board

- This is the secondary repository.
- It contains the same tasks as what's in the physical board as this serves as back up and the tracker.
- Helps create visibility for those working from home or other sites and enables users to store more information about the tasks.
- Board writer's responsibility to ensure both boards are up to date.
- Data from the online board is exported and use for reports and analysis.
- Additional information that needs to be captured to facilitate analysis / reporting:

*Recommended fields:*

- *Progress / Status*
- *Priority*
- *Start Date*
- *Due Date*
- *Actual Completion Date*
- *Assign to*

Sample software and format: (MS Teams Planner)

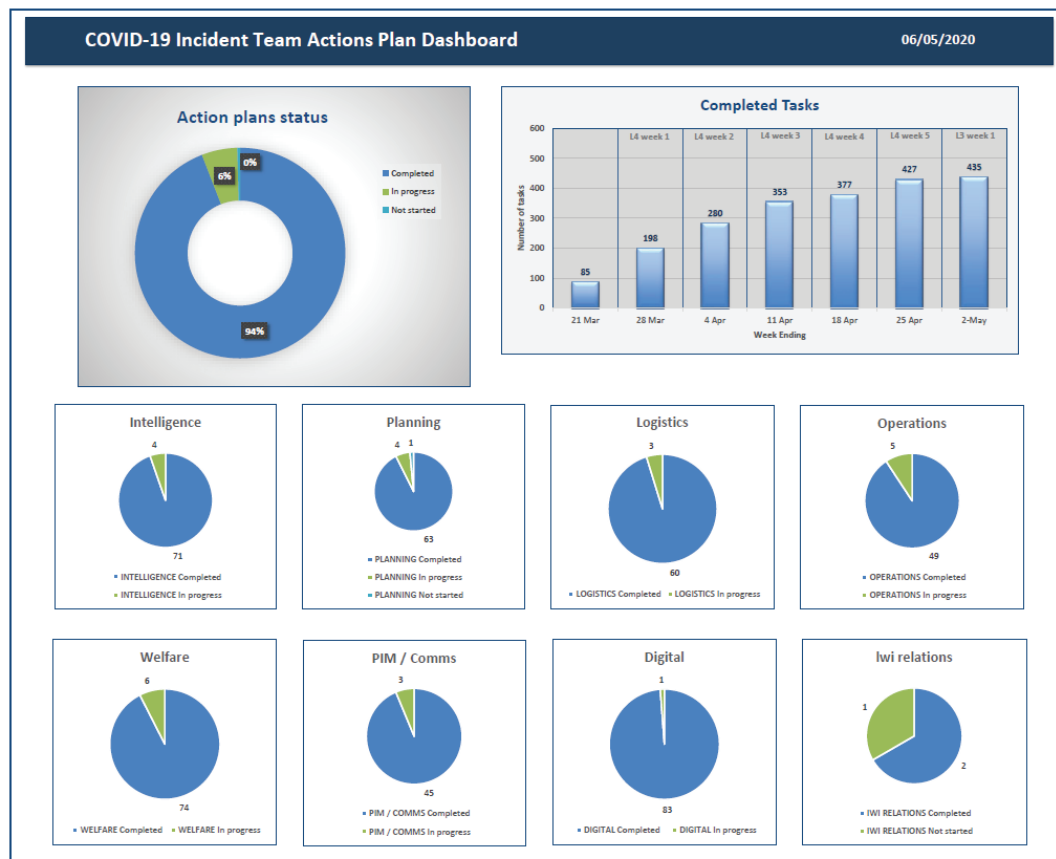


## Reporting / Dashboard

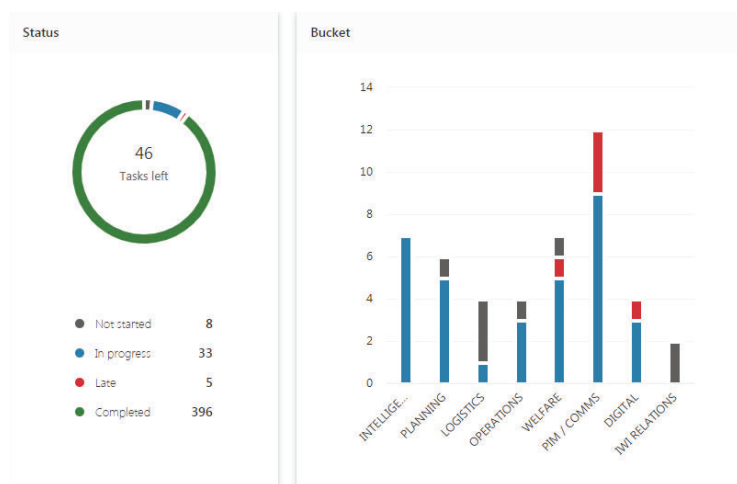
Can utilise built in charts from MS Teams planner or create a report through excel.

Sample reports:

Dashboard created through excel from exported data from MS Teams.



## MS Teams Charts



Situation Report	
Type of Report	COVID-19 SitRep
Report Number	40
Incident	COVID-19 Pandemic
Date and time issued	<b>20 May 2020</b>
Summary of incident	COVID-19 Response
Current Status	<b>National- Alert Level 2</b> 0 – New case 1,503* confirmed and probable cases *4 cases from Uruguay have been reclassified as probable
Objectives	Protect staff and support their families Maintain critical water and wastewater services Minimise risk exposure
Threats	<ul style="list-style-type: none"> <li>• Overload of mismatched information and staff misunderstandings</li> <li>• Failure to minimise opportunities for virus spread impacting health of staff</li> <li>• Possible Covid-19 case within Watercare</li> <li>• Uncontrolled staff movement in Alert Level 2 resulting in virus spread</li> <li>• General apathy of people (staff, contractors, suppliers, customers and the general populous) around the Alert Level 2 rules and protocols</li> </ul>
Actions Completed	<ul style="list-style-type: none"> <li>• Review of Government Contact Tracing app – we will still have a requirement to record information independently of the app</li> <li>• Pandemic Plan template for Level 3 to 2 has been circulated to the team for their review</li> <li>• Walk through of Pandemic Plan on our Intranet to review flow and completeness of information</li> </ul>
Ongoing Actions	<ul style="list-style-type: none"> <li>• Pandemic plan development is nearing completion with Stages 6 and 7 being completed and an independent review by PWC being arranged</li> <li>• Contact tracing scenarios to be run for different units within the business commencing this week</li> <li>• Review of the Covid-19 team structure has commenced and will be completed by the end of this week</li> <li>• Reminders to staff about physical distancing continuing and additional comms being developed</li> <li>• Review of Pandemic Plan – moving from Level 3 to 2</li> <li>• Development of a model for potential future re-escalation to Level 3 and 4 has commenced</li> <li>• Investigate possibility of centralized repository for health screening forms</li> <li>• QR codes for sites to enable contact tracing – require site details for distribution of poster materials</li> <li>• Final 2 campervans from Warkworth and Army Bay will be returned on Friday along with the 12 seater van at Newmarket</li> </ul>
Predicted incident progression	Alert Level 2 commenced on Thursday 14 May for retail and restaurants and May 18 for schools. Forecast is to remain at Alert Level 2 for several months.
Report prepared by	Name:
	Response Role: Administration Support
Report approved by	Name:
	Response Role: IMT Leader

Question	Answer	Source	Date accessed
What is a coronavirus	Coronaviruses are a large family of viruses which may cause illness in animals or humans. In humans, several coronaviruses are known to cause respiratory infections ranging from the common cold to more severe diseases such as Middle East Respiratory Syndrome (MERS) and Severe Acute Respiratory Syndrome (SARS). The most recently discovered coronavirus causes coronavirus disease COVID-19	<a href="https://www.who.int/news-room/q-a-detail/q-a-coronaviruses">https://www.who.int/news-room/q-a-detail/q-a-coronaviruses</a>	2-Mar-20
What is COVID-19	COVID-19 is the infectious disease caused by the most recently discovered coronavirus. This new virus and disease were unknown before the outbreak began in Wuhan, China, in December 2019.	<a href="https://www.who.int/news-room/q-a-detail/q-a-coronaviruses">https://www.who.int/news-room/q-a-detail/q-a-coronaviruses</a>	2-Mar-20
How many confirmed cases of COVID-19 are there in New Zealand	To date, New Zealand has had a single case of COVID-19. We knew the likelihood of an imported case in New Zealand was high, however, the likelihood of a widespread outbreak is low-moderate. Border control checks do not guarantee an absolute protection to New Zealand, because the incubation period is likely to be up to 14 days. This means people may not show any symptoms until 14 days after being exposed to a person with the virus.	<a href="https://www.health.govt.nz/our-work/diseases-and-conditions/covid-19-novel-coronavirus/covid-19-novel-coronavirus-health-advice-general-public/covid-19-novel-coronavirus-questions-and-answers">https://www.health.govt.nz/our-work/diseases-and-conditions/covid-19-novel-coronavirus/covid-19-novel-coronavirus-health-advice-general-public/covid-19-novel-coronavirus-questions-and-answers</a>	2-Mar-20
How many individuals are in isolation due to COVID-19 in New Zealand	There were still six people from the Diamond Princess cruise ship in isolation at Whangaparāoa	<a href="https://www.nzherald.co.nz/nz/news/article.cfm?c_id=1&amp;objectid=12313290">https://www.nzherald.co.nz/nz/news/article.cfm?c_id=1&amp;objectid=12313290</a>	3-Mar-20
How long is the incubation period for COVID-19?	The “incubation period” means the time between catching the virus and beginning to have symptoms of the disease. Most estimates of the incubation period for COVID-19 range from 1-14 days, most commonly around five days. These estimates will be updated as more data become available	<a href="https://www.who.int/news-room/q-a-detail/q-a-coronaviruses">https://www.who.int/news-room/q-a-detail/q-a-coronaviruses</a>	2-Mar-20
What are the symptoms of COVID-19	The most common symptoms of COVID-19 are fever, tiredness, and dry cough. Some patients may have aches and pains, nasal congestion, runny nose, sore throat or diarrhea. These symptoms are usually mild and begin gradually. Some people become infected but don't develop any symptoms and don't feel unwell. Most people (about 80%) recover from the disease without needing special treatment. Around 1 out of every 6 people who gets COVID-19 becomes seriously ill and develops difficulty breathing. Older people, and those with underlying medical problems like high blood pressure, heart problems or diabetes, are more likely to develop serious illness. About 2% of people with the disease have died. People with fever, cough and difficulty	<a href="https://www.who.int/news-room/q-a-detail/q-a-coronaviruses">https://www.who.int/news-room/q-a-detail/q-a-coronaviruses</a>	2-Mar-20
How does COVID-19 spread?	People can catch COVID-19 from others who have the virus. The disease can spread from person to person through small droplets from the nose or mouth which are spread when a person with COVID-19 coughs or exhales. These droplets land on objects and surfaces around the person. Other people then catch COVID-19 by touching these objects or surfaces, then touching their eyes, nose or mouth. People can also catch COVID-19 if they breathe in droplets from a person with COVID-19 who coughs out or exhales droplets. This is why it is important to stay more than 1 meter (3 feet) away from a person who is sick.  WHO is assessing ongoing research on the ways COVID-19 is spread and will continue	<a href="https://www.who.int/news-room/q-a-detail/q-a-coronaviruses">https://www.who.int/news-room/q-a-detail/q-a-coronaviruses</a>	2-Mar-20

Can the virus that causes COVID-19 be transmitted through the air?	Studies to date suggest that the virus that causes COVID-19 is mainly transmitted through contact with respiratory droplets rather than through the air. See previous answer on “How does COVID-19 spread?”	<a href="https://www.who.int/news-room/q-a-detail/q-a-coronaviruses">https://www.who.int/news-room/q-a-detail/q-a-coronaviruses</a>	2-Mar-20
Can COVID-19 be caught from a person who has no symptoms?	The main way the disease spreads is through respiratory droplets expelled by someone who is coughing. The risk of catching COVID-19 from someone with no symptoms at all is very low. However, many people with COVID-19 experience only mild symptoms. This is particularly true at the early stages of the disease. It is therefore possible to catch COVID-19 from someone who has, for example, just a mild cough and does not feel ill. WHO is assessing ongoing research on the period of transmission of COVID-19 and will continue to share updated findings.	<a href="https://www.who.int/news-room/q-a-detail/q-a-coronaviruses">https://www.who.int/news-room/q-a-detail/q-a-coronaviruses</a>	2-Mar-20
Who is at risk of developing severe illness?	While we are still learning about how COVID-2019 affects people, older persons and persons with pre-existing medical conditions (such as high blood pressure, heart disease, or diabetes) appear to develop serious illness more often than others.	<a href="https://www.who.int/news-room/q-a-detail/q-a-coronaviruses">https://www.who.int/news-room/q-a-detail/q-a-coronaviruses</a>	2-Mar-20
How long does the virus survive on surfaces?	It is not certain how long the virus that causes COVID-19 survives on surfaces, but it seems to behave like other coronaviruses. Studies suggest that coronaviruses (including preliminary information on the COVID-19 virus) may persist on surfaces for a few hours or up to several days. This may vary under different conditions (e.g. type of surface, temperature or humidity of the environment).  If you think a surface may be infected, clean it with simple disinfectant to kill the virus and protect yourself and others. Clean your hands with an alcohol-based hand rub or wash them with soap and water. Avoid touching your eyes, mouth, or nose.	<a href="https://www.who.int/news-room/q-a-detail/q-a-coronaviruses">https://www.who.int/news-room/q-a-detail/q-a-coronaviruses</a>	2-Mar-20
Are antibiotics effective in preventing or treating COVID-19	No. Antibiotics do not work against viruses, they only work on bacterial infections. COVID-19 is caused by a virus, so antibiotics do not work. Antibiotics should not be used as a means of prevention or treatment of COVID-19. They should only be used as directed by a physician to treat a bacterial infection.	<a href="https://www.who.int/news-room/q-a-detail/q-a-coronaviruses">https://www.who.int/news-room/q-a-detail/q-a-coronaviruses</a>	2-Mar-20
Is there a vaccine, drug or treatment for COVID-19	Not yet. To date, there is no vaccine and no specific antiviral medicine to prevent or treat COVID-2019. However, those affected should receive care to relieve symptoms. People with serious illness should be hospitalized. Most patients recover thanks to supportive care.  Possible vaccines and some specific drug treatments are under investigation. They are being tested through clinical trials. WHO is coordinating efforts to develop vaccines and medicines to prevent and treat COVID-19.  The most effective ways to protect yourself and others against COVID-19 are to frequently clean your hands, cover your cough with the bend of elbow or tissue, and maintain a distance of at least 1 meter (3 feet) from people who are coughing or sneezing. For more information, see basic protective measures against the new	<a href="https://www.who.int/news-room/q-a-detail/q-a-coronaviruses">https://www.who.int/news-room/q-a-detail/q-a-coronaviruses</a>	2-Mar-20

<b>What can I do to protect myself and prevent the spread of disease?</b>	<p>Basic hygiene measures are the most important way to stop the spread of infections, including the 2019 novel coronavirus (COVID-19). Basic hygiene measures include:</p> <p>hand hygiene – that is, washing hands regularly with soap and water, or cleansing with hand sanitiser</p> <p>staying at home if you are sick</p> <p>coughing or sneezing into a tissue or your elbow and then performing hand hygiene</p> <p>cleaning surfaces regularly.</p>	<a href="https://www.health.govt.nz/our-work/diseases-and-conditions/covid-19-novel-coronavirus/covid-19-novel-coronavirus-health-advice-general-public/covid-19-novel-coronavirus-face-mask-and-hygiene-advice">https://www.health.govt.nz/our-work/diseases-and-conditions/covid-19-novel-coronavirus/covid-19-novel-coronavirus-health-advice-general-public/covid-19-novel-coronavirus-face-mask-and-hygiene-advice</a>	21 February 2020.
<b>What can I do to protect myself and prevent the spread of disease?</b>	<p>Take care of your health and protect others by doing the following:</p> <p>Regularly and thoroughly clean your hands with an alcohol-based hand rub or wash them with soap and water.</p> <p>Why? Washing your hands with soap and water or using alcohol-based hand rub kills viruses that may be on your hands.</p> <p>Maintain at least 1 metre (3 feet) distance between yourself and anyone who is coughing or sneezing.</p> <p>Why? When someone coughs or sneezes they spray small liquid droplets from their nose or mouth which may contain virus. If you are too close, you can breathe in the droplets, including the COVID-19 virus if the person coughing has the disease.</p> <p>Avoid touching eyes, nose and mouth.</p> <p>Why? Hands touch many surfaces and can pick up viruses. Once contaminated, hands can transfer the virus to your eyes, nose or mouth. From there, the virus can enter your body and can make you sick.</p> <p>Make sure you, and the people around you, follow good respiratory hygiene. This means covering your mouth and nose with your bent elbow or tissue when you cough or sneeze. Then dispose of the used tissue immediately.</p> <p>Why? Droplets spread virus. By following good respiratory hygiene you protect the people around you from viruses such as cold, flu and COVID-19.</p> <p>Stay home if you feel unwell. If you have a fever, cough and difficulty breathing, seek medical attention and call in advance. Follow the directions of your local health authority.</p> <p>Why? National and local authorities will have the most up to date information on the situation in your area. Calling in advance will allow your health care provider to quickly direct you to the right health facility. This will also protect you and help prevent spread of viruses and other infections.</p> <p>Stay informed on the latest developments about COVID-19. Follow advice given by your healthcare provider, your national and local public health authority or your employer on how to protect yourself and others from COVID-19.</p>	<a href="https://www.who.int/news-room/q-a-detail/q-a-coronaviruses">https://www.who.int/news-room/q-a-detail/q-a-coronaviruses</a>	2-Mar-20
<b>Is it safe to receive a package from any area where COVID-19 has been reported?</b>	<p>Yes. The likelihood of an infected person contaminating commercial goods is low and the risk of catching the virus that causes COVID-19 from a package that has been moved, travelled, and exposed to different conditions and temperature is also low.</p>		

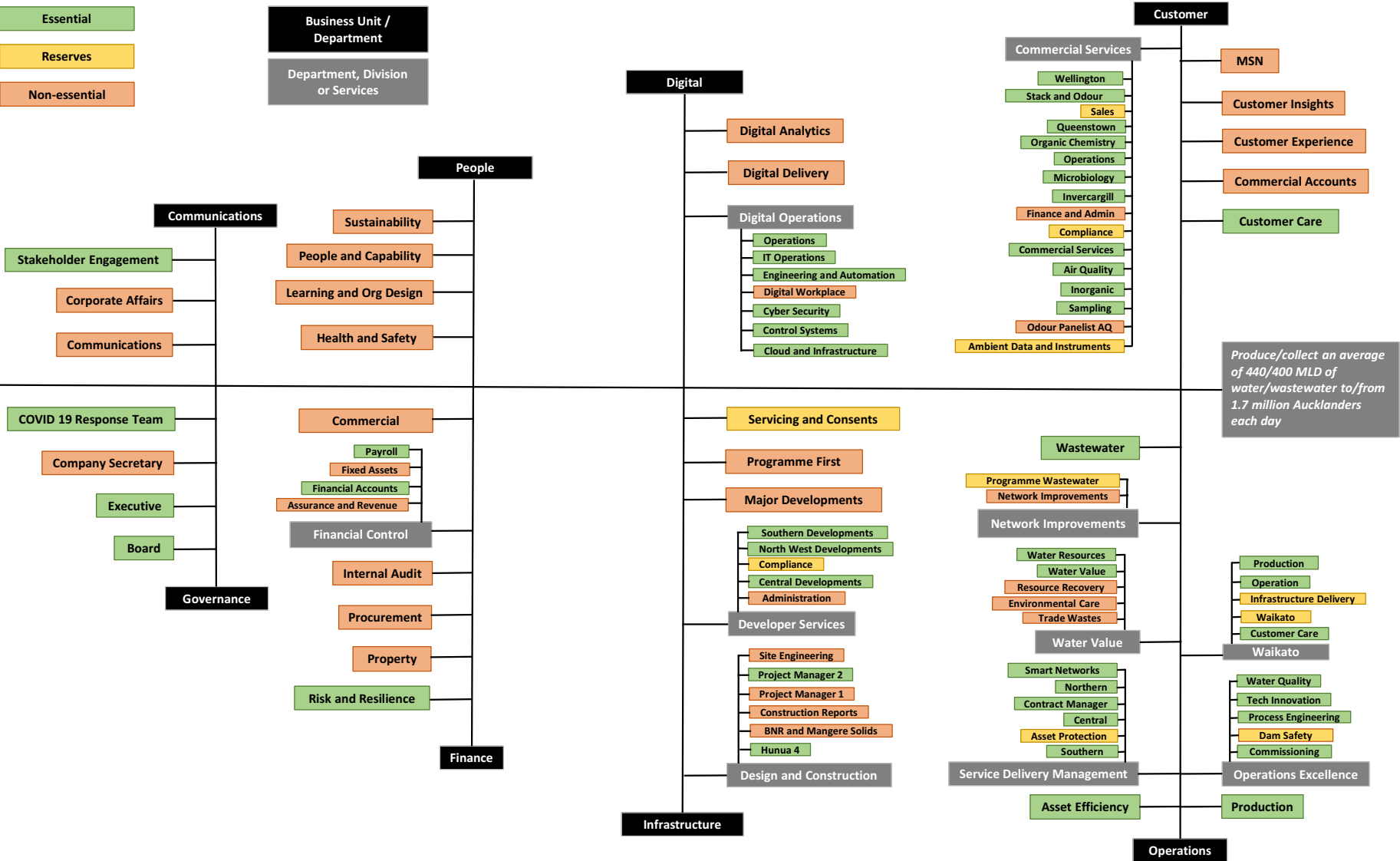
<b>Can one get tested for COVID-19</b>	<p>Yes, New Zealand laboratories are able to test for COVID-19.</p> <p>Testing is currently being offered by ESR. The testing is conducted at the ESR facility at 66 Ward Street, Wallaceville, Upper Hutt 5018</p> <p>A lower respiratory tract samples is the preferred material to provided.</p> <p>Test results will be available within 24 hours of sample submission.</p> <p>For further details of the service see <a href="https://www.esr.cri.nz/our-services/testing/novel-coronavirus/">https://www.esr.cri.nz/our-services/testing/novel-coronavirus/</a></p> <p>Contact: email <a href="mailto:virology@esr.cri.nz">virology@esr.cri.nz</a></p>	<a href="https://www.esr.cri.nz/our-services/testing/novel-coronavirus/">https://www.esr.cri.nz/our-services/testing/novel-coronavirus/</a>	2-Mar-20
<b>Will people who travel overseas have to self isolate</b>	<p>As of the 2nd March 2020 the following is required</p> <p>People returning from mainland China, Iran, northern Italy or the Republic of Korea, or who may have been exposed to COVID-19, are self-isolating to keep their communities safe.</p> <p>If you returned from mainland China, Iran, northern Italy or the Republic of Korea in the last 14 days, then you should self-isolate for 14 days from the date of departure. If you have been in close contact with a confirmed case of COVID-19 you should self-isolate for 14 days from the date of close contact.</p> <p>We know from other outbreaks that self-isolation is effective, and most people are good at keeping themselves – and others – safe and well. To find out more, see our Self isolation resource.</p>	<a href="https://www.health.govt.nz/our-work/diseases-and-conditions/covid-19-novel-coronavirus/covid-19-novel-coronavirus-health-advice-general-public#0800number">https://www.health.govt.nz/our-work/diseases-and-conditions/covid-19-novel-coronavirus/covid-19-novel-coronavirus-health-advice-general-public#0800number</a>	2-Mar-20
<b>How do I self isolate</b>	<p>People should self isolate as required by the Ministry of Health. Please see for the latest details</p>	<a href="https://www.health.govt.nz/our-work/diseases-and-conditions/covid-19-novel-coronavirus/covid-19-novel-coronavirus-health-advice-general-public/covid-19-novel-coronavirus-self-isolation">https://www.health.govt.nz/our-work/diseases-and-conditions/covid-19-novel-coronavirus/covid-19-novel-coronavirus-health-advice-general-public/covid-19-novel-coronavirus-self-isolation</a>	21-Feb-20



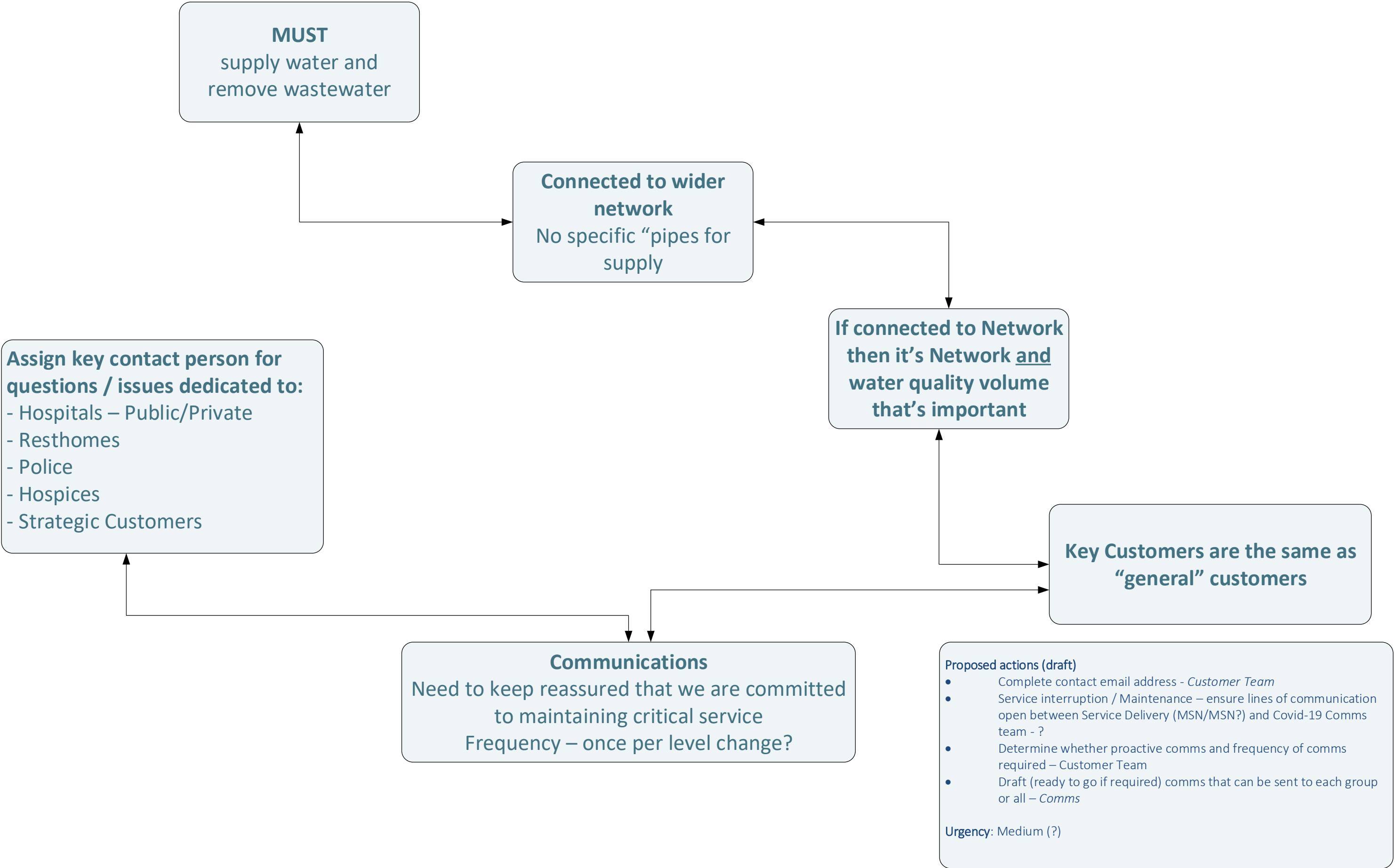
<b>When should I seek medical advice?</b>	If you are concerned about any symptoms you are experiencing, please contact Healthline (for free) on 0800 358 5453 (or +64 9 358 5453 for international SIMs) or your doctor.	<a href="https://www.health.govt.nz/our-work/diseases-and-conditions/covid-19-novel-coronavirus/covid-19-novel-coronavirus-health-advice-general-public/covid-19-novel-coronavirus-questions-and-answers">https://www.health.govt.nz/our-work/diseases-and-conditions/covid-19-novel-coronavirus/covid-19-novel-coronavirus-health-advice-general-public/covid-19-novel-coronavirus-questions-and-answers</a>	
<b>When should I stay home?</b>	If you feel sick, you should stay at home. If you are experiencing severe symptoms you should contact Healthline as soon as possible (for free) on 0800 358 5453 (or +64 9 358 5453 for international SIMs) or your doctor.	<a href="https://www.health.govt.nz/our-work/diseases-and-conditions/covid-19-novel-coronavirus/covid-19-novel-coronavirus-health-advice-general-public/covid-19-novel-coronavirus-questions-and-answers">https://www.health.govt.nz/our-work/diseases-and-conditions/covid-19-novel-coronavirus/covid-19-novel-coronavirus-health-advice-general-public/covid-19-novel-coronavirus-questions-and-answers</a>	
<b>Can I catch COVID-19 from the feces of someone with the disease?</b>	The risk of catching COVID-19 from the feces of an infected person appears to be low. While initial investigations suggest the virus may be present in feces in some cases, spread through this route is not a main feature of the outbreak. WHO is assessing ongoing research on the ways COVID-19 is spread and will continue to share new findings. Because this is a risk, however, it is another reason to clean hands regularly, <del>after using the bathroom and before eating.</del>	<a href="https://www.who.int/news-room/q-a-detail/q-a-coronaviruses">https://www.who.int/news-room/q-a-detail/q-a-coronaviruses</a>	2-Mar-20
<b>Is COVID-19 present in wastewater</b>	Previous studies investigating persistence of coronavirus surrogates and SARS in wastewater highlight that in the absence of disinfection, the virus can survive in wastewater from hours to days. In 2003, research on SARS had suggested that sewage was implicated in the infection of a cluster of cases in the Amoy Gardens apartment block in Hong Kong. A recent report indicated possible COVID-19 transmission through sewage pipes in a building in Hong Kong, but this remains to be confirmed.	<a href="https://www.wef.org/news-hub/wef-news/the-water-professionals-guide-to-the-2019-novel-coronavirus/">https://www.wef.org/news-hub/wef-news/the-water-professionals-guide-to-the-2019-novel-coronavirus/</a>	
<b>What do waste management companies need to know about wastewater and sewage coming from a healthcare facility or community setting with either a known COVID-19 patient or person under investigation (PUI)?</b>	Waste generated in the care of PUIs or patients with confirmed COVID-19 does not present additional considerations for wastewater disinfection in the <b>United States</b> . Coronaviruses are susceptible to the same disinfection conditions in community and healthcare settings as other viruses, so current disinfection conditions in wastewater treatment facilities are expected to be sufficient. This includes conditions for practices such as oxidation with hypochlorite (i.e., chlorine bleach) and peracetic acid, as well as <del>inactivation using UV irradiation.</del>	<a href="https://www.cdc.gov/coronaviruses/2019-ncov/hcp/faq.html">https://www.cdc.gov/coronaviruses/2019-ncov/hcp/faq.html</a>	
<b>Do wastewater and sewage workers need any additional protection when handling untreated waste from healthcare or community setting with either a known COVID-19 patient or PUI?</b>	Wastewater workers should use standard practices including basic hygiene precautions and wear the recommended PPE as prescribed for their current work tasks when handling untreated waste. There is no evidence to suggest that employees of wastewater plants need any additional protections in relation to COVID-19.	<a href="https://www.cdc.gov/coronaviruses/2019-ncov/hcp/faq.html">https://www.cdc.gov/coronaviruses/2019-ncov/hcp/faq.html</a>	

<p><b>Can I travel overseas</b></p>	<p>The Ministry of Foreign Affairs and Trade (MFAT) advises against travel to China and against non-essential travel to Iran. See their travel advisory for COVID-19 for more information.</p> <p>If you are travelling overseas, please take the following steps to reduce the general risk of acute respiratory infections:</p> <ul style="list-style-type: none"> <li>avoid close contact with people suffering acute respiratory infections</li> <li>washing hands for at least 20 seconds with water and soap and drying them thoroughly:</li> <li>before eating or handling food</li> <li>after using the toilet</li> <li>after coughing, sneezing, blowing your nose or wiping children's noses</li> <li>after caring for sick people</li> <li>avoid close contact with sick farm animals or wild animals.</li> </ul> <p>People with symptoms of acute respiratory infection should practice good cough etiquette (maintain distance, cover coughs and sneezes with disposable tissues, and wash hands).</p> <p>MFAT urge all New Zealanders living in, visiting or travelling to China or Iran to register on SafeTravel. Registering means you will receive updated information and advice as</p>	<p><a href="https://www.health.govt.nz/our-work/diseases-and-conditions/covid-19-novel-coronavirus/covid-19-novel-coronavirus-health-advice-general-public/covid-19-novel-coronavirus-questions-and-answers">https://www.health.govt.nz/our-work/diseases-and-conditions/covid-19-novel-coronavirus/covid-19-novel-coronavirus-health-advice-general-public/covid-19-novel-coronavirus-questions-and-answers</a></p>	<p>2-Mar-20</p>
<p><b>Will the flu vaccine stop COVID-19</b></p>	<p>Vaccines against pneumonia, such as pneumococcal vaccine and Haemophilus influenza type B (Hib) vaccine, do not provide protection against the new coronavirus.</p> <p>The virus is so new and different that it needs its own vaccine. Researchers are trying to develop a vaccine against 2019-nCoV, and WHO is supporting their efforts.</p> <p>Although these vaccines are not effective against 2019-nCoV, vaccination against respiratory illnesses is highly recommended to protect your health.</p>	<p><a href="https://www.who.int/emergencies/diseases/novel-coronavirus-2019/advice-for-public/myth-busters">https://www.who.int/emergencies/diseases/novel-coronavirus-2019/advice-for-public/myth-busters</a></p>	<p>3-Mar-20</p>

Watercare COVID-19 Essential Services fishbone diagram



# Key / Critical Customers



# Watercare Hygiene Plan

**Definition:** *Conditions or practices beneficial to maintaining health and preventing infectious disease, especially through cleanliness.*

## Purpose

The purpose of this plan is to describe that objectives, tasks and accountabilities for Watercare staff to manage hygiene risks in the event of a health crisis in the community. This is a living document that will be updated and communicated as the situation evolves and devolves.

## Objectives

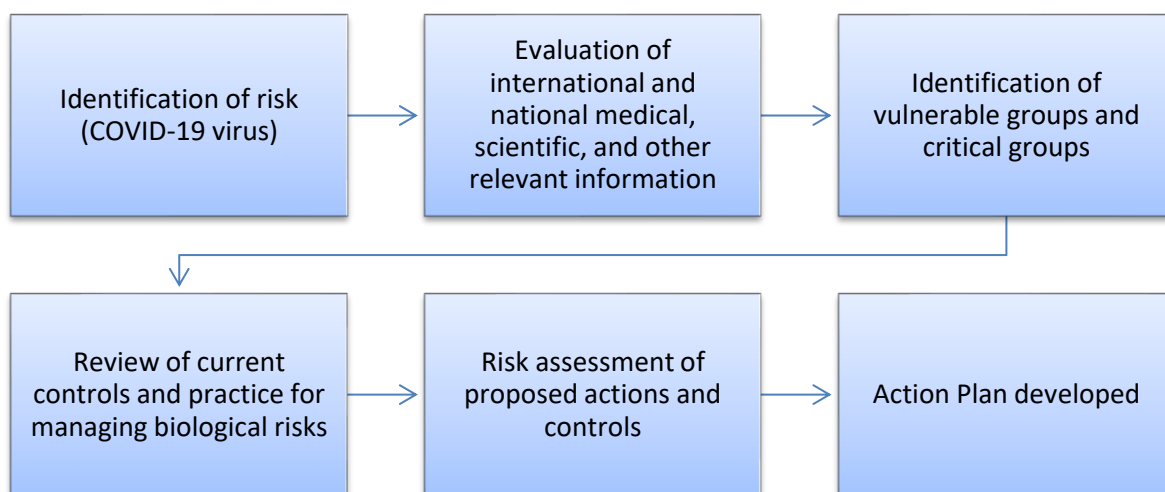
- To maintain a safe and healthy workforce,
- To maintain supply of critical services,
- To manage exposure to risk

## Scope

This plan applies to the COVID19 incident response. This plan applies to all Watercare sites and business units for the duration of the health event as determined by the Ministry of Health. It is part of the pandemic incident response documents which includes people policies, planning and operational policies.

## Process

This hygiene plan and action recommendations has been developed using the following process



## Actions for COVID-19

Actions have been defined into the following categories

1. Flattening the curve: Objective of the hygiene actions
2. Interrupting virus transmission in the workplace
3. People separation (Physical distancing)
4. Preventing virus entering the workplace
5. Removing sick people from Watercare sites

## Implementing Actions

Reference materials and tools will be developed by the Incident Response Team (*Plan*). These will be communicated and made available to business units to implement within their teams (*Do*). The situation for pandemic response involves a quickly changing landscape, so it's critical that people leaders monitor how controls are working (*Check*) and adapt to changing situations (*Act*)

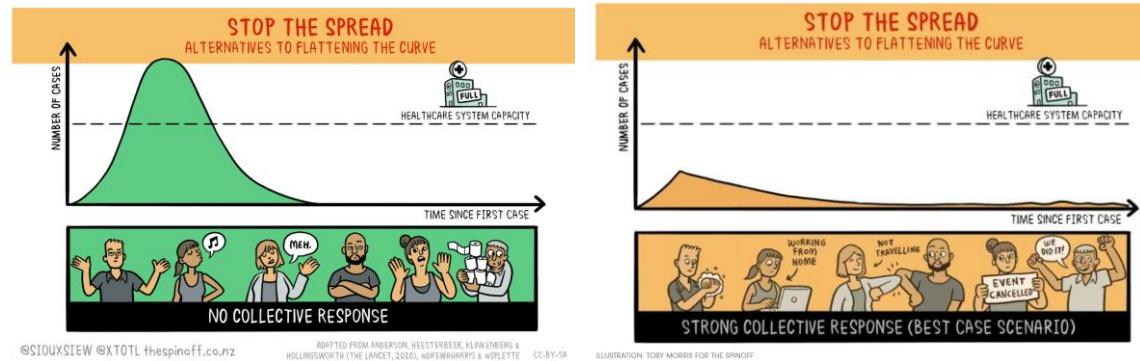


**Action 1: Concept of “flattening the curve”****PLAN**

Explain the concept of ‘*flattening the curve*’

If people understand the need to limit transmission, they will be more likely to adopt appropriate behaviours.

Create a mechanism to convey the information below:

**Benefits:**

- It is easier for health-care systems to deal with the disease if the people infected do not all turn up at the same time
- There is a slight chance of delaying the peak until spring.
- The total number of infections throughout the course of the epidemic can be lower.
- Slowing and spreading out the wave of cases keeps society going and may save lives.

Action	Task	Responsible	Ref:
Do	Memo communicated by incident response team to business unit leaders	Incident team	Hygiene Plan
	“Flattening the curve” information communicated via intranet and other media at various intervals during the event.	Incident team & Communications	Incorporated into various communications
Check	Monitor FAQ’s	Incident team	
Act	Utilise additional media and comm’s as required	Incident team	

Action 2: Interrupting virus transmission in the workplace	
Review behaviours and amend if necessary	<ul style="list-style-type: none"> <li>• Actively encourage sick employees to stay home.</li> <li>• Encourage respiratory etiquette, including covering coughs and sneezes.</li> <li>• Encourage everyone to use hand sanitizer every time they enter a Watercare facility.</li> <li>• When shared work environments are used (e.g. meeting rooms) clean frequently touched surfaces (e.g. keyboards, remote controls, door handles, phones) at the beginning and end of events if possible.</li> <li>• Encourage cleaning of high touch areas in kitchens (i.e. Distribute 70% ethanol wipes)</li> <li>• Encourage people to stop touching faces, noses, eye rubbing etc.</li> <li>• Identify doors that can be kept open without compromising security. Keeping selected doors open can eliminate a frequently touched surface (i.e. the door handle).</li> <li>• Direct workers to thoroughly disinfect shared tools' phones, desks, offices, or other work tools and equipment prior to use.</li> </ul>
Give staff the resources to prevent transmission	<p>The following resources need to be in place:</p> <ul style="list-style-type: none"> <li>• Tissues or surgical masks which symptomatic individuals can use to cover their mouths and noses while they are being isolated.</li> <li>• Hand sanitizer with &gt;60% ethanol to reception areas and kitchens</li> <li>• 70% ethanol wipes to reception areas, kitchens and pool cars.</li> <li>• Separate contained plastic lined receptacle for the disposal of used tissues and masks.</li> <li>• A responsible person for supply monitoring and replenishment.</li> </ul>



<i>Action</i>	<i>Task</i>	<i>Responsible</i>	<i>Ref:</i>
Do	Develop Information sheet: Personal Hygiene – What you can do to stay safe (personal hygiene practices and cleaning practices)	HSW & Comms	HWELL0002
	Develop information sheet: What to do if you feel sick – Duty of Care	HSW & Comms	HWELL0003
	Investigate all sources of hygiene supplies	Logistics	Complete
	Estimate supply for sites (based on volumes and need) and push to sites by 18/03/2020	Tuan	Complete
	Estimate ongoing hygiene supplies requirements (above) are available in identified areas.	Business Units	Assign
Check	Monitor supply chain to ensure continuous supply	Logistics	Ongoing
	Monitor hygiene supplies and reorder from stores as required.	Business Units	
Act	Utilise additional media and comm's as required	Comms	

Action 3: Physical distancing in the workplace			
<b>PLAN</b>  Define and prioritise Physical distancing behaviours	Key concepts and behaviours:		
	<i>Meetings:</i> <ul style="list-style-type: none"> <li>• Use remote options for meetings where possible.</li> <li>• If face-to-face meetings are essential limit the number attending to the absolute minimum.</li> <li>• Hold meetings in venues where participants can maintain a one-meter distance from one another.</li> </ul>		
	<i>Greetings:</i> <ul style="list-style-type: none"> <li>• Change greeting etiquette (e.g. discontinue hand shaking, hongis &amp; hugs)</li> </ul>		
	<i>Events / Conferences:</i> <ul style="list-style-type: none"> <li>• Eliminate non-critical gatherings (e.g. Events in the hub at Newmarket)</li> </ul>		
	<i>Gatherings:</i> <ul style="list-style-type: none"> <li>• If working near other individuals, attempt to keep at least one metre from the nearest person while working.</li> </ul>		
	<i>Working arrangements:</i> <ul style="list-style-type: none"> <li>• Where possible have staff work from home.</li> <li>• Establishing alternating days or extra shifts that reduce the total number of employees in a facility at a given time.</li> <li>• Suspend regional and international business travel</li> </ul>		
Action	Task	Responsible	Ref:
DO	Create video to communicate Physical distancing guide	Planning & Comms	Video
	Leaders to plan and implement Physical distancing in their work teams	Business Units	
	Develop Information sheet: Physical Distancing guide for workers	Comms	HWELL0004
Check	People leaders to monitor and feedback to incident team	Business Units	
Act	Adjust people separation plans according to the incident response level	Business Units	

**Action 4: Preventing sick people from entering Watercare sites****PLAN**

Place notices on all reception/entrances indicating that symptomatic staff, contractors and visitors **may not** enter Watercare facilities.

**Nobody** may enter the site even if they only have a mild cough or low-grade fever (37.3 C or more) or have had to take simple medications (e.g. paracetamol, ibuprofen) which may mask the symptoms” See example notice below:



Action	Task	Responsible	Ref:
DO	Draft a notice which captures the following	HSW & Comms	POSTER
	Send the document to contacts on sites who will be able to print and post the notice	Planning & Comms	
	Notices are physically present at entrances and receptions	Business Units	
Check	Verify that the notices have been installed in key areas	Business Units	
Act	People separation plans to adapt to changing requirements	Business Units	

Action 5: Removing symptomatic people from Watercare sites			
<p><b>PLAN</b></p> <p>Prepare bullet point instructions on how to identify and isolate sick staff, contractors or visitors and remove them from the site without infecting others.</p>		<p>Goal: Limiting the number of people who have contact with the sick person</p> <p><b>Instruction:</b></p> <ul style="list-style-type: none"> <li>• Ensure that face masks<sup>1</sup> and / or paper tissues are available at your workplaces, for those who develop a runny nose or cough at work, along with closed plastic lined bin for hygienically disposing of them</li> <li>• Maintain one meter or more from the sick person.</li> <li>• Ask the person to put on a surgical face mask if they can tolerate it.</li> <li>• Prevent other people from touching surfaces that may have been contaminated</li> <li>• Take the person via the shortest route possible to a room where they will be isolated.</li> <li>• Contacting the local health authorities.</li> <li>• Witness the departure of the person from the site.</li> <li>• Ensure that if masks are discarded or tissues are used that they are placed in a closed plastic lined bin lined container which can be sealed and removed from site.</li> <li>• Arrange for the cleaning of the site.</li> <li>• Wash hands frequently / often (provide examples)</li> <li>• Respond to any concerns shown by the team</li> </ul>	
Action	Task	Responsible	Ref:
DO	Use Protocol above to develop flow chart	Welfare	Hygiene Plan
	Evidence that protocol has been sent to people leaders and first aiders	Welfare & Comms	
	Send the document to appropriate people leaders and first aiders	Communications	

Check	Verify that the "symptomatic persons removal process" has been received and implemented	Business Units	
Act			

# **! STOP!**

Do you have a cough, cold or fever?

## **THEN**

Do Not Enter

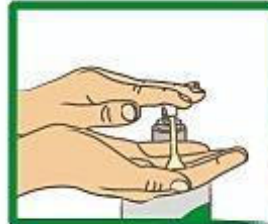
Phone your Watercare contact.

Preventing the transmission of COVID-19  
in our workplaces.

# How to wash your hands?



Wet hands with water.



Apply soap.



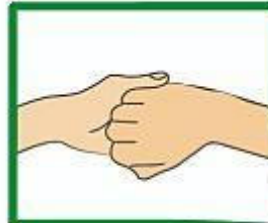
Rub hands palms to palms .



Rub the back of each hands with fingers interlaced.



Rub palms together with fingers interlaced.



Rub with back of fingers to the opposing palms.



Rub each thumb clasped in opposite hands.



Rub the tips of fingers.



Rub each wrist with different hands



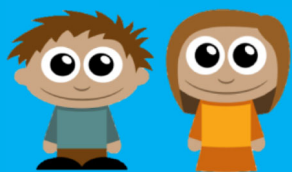
Rinse with water.



Dry thoroughly your hands.



Your hands are now clean.



## Working from Home - Employee guide

P&amp;C 0006

In order to work from home Watercare needs to provide supporting digital capability. This will be assigned on a priority basis due to cost and potential system constraints, e.g. bandwidth.

Due to these important considerations, not all requests to work from home will be approved. If your role allows you to work from home and your Manager and Chief agree to it, you may be allowed to work from home.

### As a home worker you are expected to:

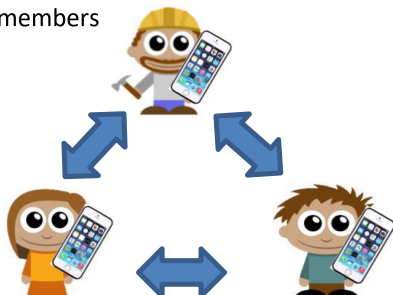
- Attend all scheduled meetings by using Microsoft Teams



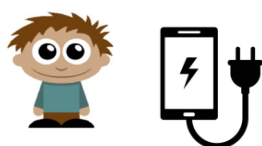
- Agree with your manager what work tasks you will do from home and make sure you are clear on what's expected from you



- Access and familiarise yourself with these tools and any other remote working systems in advance
- Advise meeting organisers how you will be participating in meetings and events
- Make sure you have everything you need to work at home productively
- Keep in regular contact with your Manager and team members



- Make sure your cell phone is charged and you can be contacted easily



Whilst working from home please make sure you keep in touch with colleagues and team mates via phone or using Microsoft teams. It's important during this time that we look after each other.

If you are required to work from home for more than a few days please make sure you take steps to keep connected to your colleagues and where possible keep to your normal routine. Below are some tips when working from home you might find helpful.

If at any time you feel concerned please contact your manager to talk. OCP which is our confidential employee assistance program is also available 24/7 via 0800 .

During this time you should also keep up to date with advice from the government how best to care for yourself and others during the COVID19.

If you are sick or in any way unwell, even if it is not due to COVID-19, you must not work and should take sick leave to recover.

It is important everyone keeps healthy and well to protect themselves from the risk of contracting COVID-19 and its complications.

**Please check out the 'working remotely' module on Immerse for hints and tips on how to best set yourself up for success while working from home.**



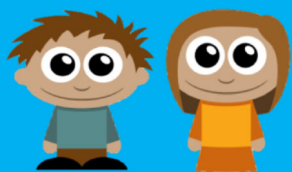
**Working Remotely**

E-Learning in My Courses and Learning Plans



V0.8  
27/03/2020





# Working from Home - Employee Guide

P&amp;C 0006

## Working style, Nature of work & Work set-up. What you need to ask yourself and do

**Here are seven questions you need to ask and find answers in order to figure out what set-up you will need to ace remote working.**

1) What's your working style - Noisy vs Quiet. For some people, noise does not seem to bother them and they can just sit down and get going. In extreme cases, they need the buzz and the noise if they are to be productive. Others need a quiet space in which to focus and with minimum disturbance.

2) Work set-up - Quiet, dedicated space vs mixed open space. Some people can work from anywhere – cafes, open offices, in front of the TV etc. Others need a desk, specific set up and cannot work as effectively if they have to work with different set-ups.

3) Nature of your work - Influencing vs Producing. Assuming that you are able to do most of your work from home, which end of the scale do you operate at to get desired outcomes for your role? Mostly collaborative, influencing work or mostly analysis, planning & reporting?

4) Do you have a spare room you can dedicate for remote working? or is there a portion of a room that you can set up that is clearly identifiable to others as 'working' space?

5) Have you factored in who else is in the same dwelling as you. Do you have a young family with kids also away from school? Or perhaps you have other flatmates? Do you have other members in your home who are also working from home?

6) If the nature of your work is at the influencing end, what is expected of you in terms of deliverable? Have you worked out a plan and programmed outputs?

7) If the nature of your work is at the producing end, have you worked out who and what networks you need to influence and check-in, in order to get your work done?

**To get you started, here are seven simple tips for an effective tips for your set-up.**

- 1) Keep the 'rituals' associated with going to work, active. Get changed out of your p.js, have your coffees, breakfast and lunch as normal, check your schedule (if that is what you do), make sure that you have turned your 'workstation' 'on'.



- 2) Mark your space and let others in your household know. Even flexible workers may benefit from having a couple or three areas identified as 'working' space.

- 3) No matter where you set up, you will still want to have a reasonably ergonomic set up and ensure that you are taking regular breaks. This may be a situation where you have to function for some weeks.

- 4) Get organised in advance – prepare the schedules, work out who else needs to be involved, schedule those meetings.

- 5) Consider, how you will signal to others in your household that you are at work. If you have small children at home, you may want to let your partner/ spouse/ other adult know when you have meetings so you can be undisturbed.



- 6) Test the technology and tell your company/ your manager if things are not working for you.

- 7) Communicate, communicate, communicate



V0.7  
25/03/2020



# Working from Home People Leaders Guide

**P&C 0007**

If an employee is not sick and asks to work from home you can discuss options with them. This will be assessed on a case by case basis and will need approval from your Chief.

## Things you should consider:

- Is it practical for this team member to work from home?
- What equipment will they need to work from home?
- Do they have access to the tools and applications required to do their job remotely?
- How will you maintain contact with them working remotely?
- What work will they complete from home?

***If you are satisfied that it is practical for your team member to work from home and they have access to the equipment and tools to do their job effectively, your Chief may agree to them working from home.***

When it is not practical for the team member to work from home in their usual role there may be some circumstances where they can perform other tasks for the company.

You might consider this if they need to be with a dependant at home or are self-isolating but are not sick

## Things you should consider:

- What other tasks could the employee do for the organisation remotely?
- Is there enough to keep the team member busy for their normal working week?
- How will you manage the core tasks the employee usually performs?
- What tasks they usually perform can be easily covered by a site or office-based team member?

***If you are satisfied that your team member can perform other useful tasks for the company and their usual work can be covered, your Chief may agree to them working from home.***

## If your Chief agrees a team member can work from home, you should advise the employee of your expectations and get them to take the following steps:

- Attend all scheduled meetings by Zoom, Microsoft Teams or SKYPE
- Access and familiarise themselves with these tools and any other remote working systems
- Advise meeting organisers how they will be participating in meetings and events
- Make sure they have everything needed to work at home productively
- Keep in regular contact with you and other team members
- Make sure they have a cell phone that is charged and can be contacted easily

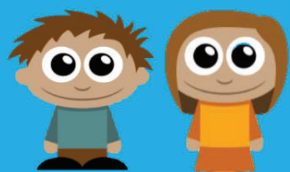
## If you have team members working from home you may also have to think about how you will manage them differently. For example;

- Are they clear on your expectations of them?
- How will you maintain contact with them?
- What will you need to do to keep up team morale?
- How do you ensure you keep track on what they are working on?
- What tools will you use to keep them up to date with what's happening?
- How will you check on their wellbeing and support anyone feeling isolated?
- Where will you get your support from?

**REMEMBER** - If they are sick or in any way unwell, even if it is not due to COVID-19, let them know they need to take care of their health and they must not work in any location including home. They should take time off to recover.

Please follow the process to record their sick or special leave for COVID-19 by following the correct process ([link to leave page](#))





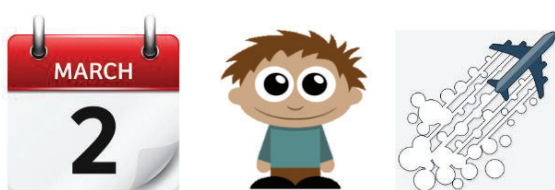
# People Leaders – How to Manage Leave

P&amp;C0010

Here are some guidelines on how to manage existing and new leave applications from your team.

On 18 March 2020 the Government broadened the self isolation mandate for travellers.

**Anyone returning from travelling overseas from March 2<sup>nd</sup> must self-isolate.**



- In the first instance, they must register with Ministry of Health through the Healthline on 0800 3580 5453.
- Also, please let our people and capability team know that they have registered to self-isolate by emailing [name@water.co.nz](mailto:name@water.co.nz)
- You will need to discuss options for your team members. If its appropriate for them to undertake work from home you will need to discuss expectations with your team member and seek approval from your Chief.
- Where working from home is not approved by a Chief and special leave is required, your team member will be able to log this through My Place.

Please reassure others in your team who are concerned about the risk of catching COVID-19 from their colleague, that the risk of COVID-19 spread through [casual contacts](#) remains low.

**What if an employee already had leave booked?**

Watercare has legal requirements to maintain essential services. If your team member's role is critical to the business its unlikely that we will be able to honour that request. If you are unable to resolve this directly through discussion with your staff member, please escalate to your Chief.

**What if a team member has booked a flight after 15 March 2020?**

The Government has advised travel restrictions both internationally and domestically. Unless it is deemed critical travel the employee should not be travelling and arrangements should be cancelled.



**Note - You can decline leave if there is not sufficient cover or the team member does not have sufficient leave.**

**What about any new leave that is applied for? Is there a ban on any new leave being approved?**

There is no ban on leave at this point. If critical roles are required to provide cover this will be reviewed and we will inform you.

**To access the most up-to-date information on Watercare's response to Covid-19 please refer to the intranet under COVID-19 Information. We will making updates on a regular basis.**

**Check out the 'People Leaders' tile for resources or email: [enquiry covid@water.co.nz](mailto:enquiry covid@water.co.nz)**



V0.4  
24/03/2020



# People Leaders Guide for Special COVID 19 Leave **P&C 0002**

Watercare is looking after our team members throughout the business and here are some important details to show how we are helping them so they are not disadvantaged from having to self-isolate because of COVID-19.

Please encourage your teams to look out for each other be aware of when feeling sick and whether they should come into work or not. Remind them of their obligation of duty of care to ensure they don't harm other people via having the virus. Are their symptoms serious enough to send home and then give them the opportunity to ring Healthline? Can they work from home?

## What do you need to do to ensure they get paid if they have been diagnosed and/or have to self-isolate?

- Watercare is offering special leave for the 14 days self-isolation, on the basis they provide a letter from their Doctor or Healthline to confirm they have been directed to do so.



- If they have returned from overseas, again, they will need to register and obtain written confirmation that they are required to self-isolate.
- This means they will not be disadvantaged from using their own sick leave – there is a special leave code required to identify the COVID-19 time off, please use the code below.

## Important information

- If your employees decide to self-isolate themselves and they do not obtain a letter then you have no authority to pay them for their own self isolation.
- Please ensure you ask your team for the letter to confirm self-isolation or requirement by medical professionals.
- If employees are away for sick leave longer than 3 days, then they will need to provide proof of sickness as per the normal sick leave policies.

## What if my employee has to work from home?

- Working from home is not the same as self-isolation.
- Your employee can continue to work, dial in for meetings and continue being paid to do their required work.
- Again, there is no special leave for the requirement to work from home.
- Please ensure that your employee checks with you first prior to working from home

We are required to keep a register of people who have special leave under COVID-19; there is a special leave code for this.

Please ensure you obtain a copy of the team members' medical letter and send through to P&C

Your employee needs to add their Doctor or Healthline letter for self-isolation onto My Place under;

- New Request P&C
- Ask a Question

Subject line: Type 'Special Leave COVID-19'

Ask your question: Place dates relevant to your employees letter or travel itinerary for self isolation.

This will be directed to you to approve as their Manager.

P&C will authorise only when letter is attached and will advise Payroll.





# Managing Vulnerable Employees – People Leaders Guide

P&amp;C00??

Here are some guidelines on how to manage employees who may have additional risk factors to COVID-19 such as being people aged 70 or over or who have existing health conditions.

This guide is developed to enable managers and employees to agree what arrangements need to be in place to ensure they can return to work safely.

## Vulnerable Workers

- Some employees may be more at risk to COVID-19 than the general population. This could be because they have a pre-existing health condition such as:
  - chronic heart disease
  - poorly controlled hypertension
  - chronic lung disease
  - being immune-compromised
  - kidney or liver disease
  - poorly controlled diabetes
  - pregnancy
- If you have an employee with any of the above conditions they are required to consult their doctor for advice regarding working safely.
- Their doctor will be able to assess their current health condition and medical background to provide advice regarding returning to work in a safe way.
- Ask your employee to obtain documentation or a medical certificate from their GP outlining this advice.
- Depending on the advice received and in discussion with the employee, you should make arrangements for them to return to work safely.
- This could include for example;
  - Additional hygiene measures
  - Physical distancing of 2m at all times
  - Working from home or an alternative work place
  - Limiting their contact at work to a work 'bubble'
- Reduced contact with customers or other staff
- Adjusting work hours
- Once a work plan is mutually agreed you should confirm the arrangements in writing.
- This could simply be an email outlining what has been put in place.
- Some staff both in and outside of these higher risk categories may genuinely be concerned or unable to work on site at this time (such as caregivers of parents or children, or due to general overall concern of COVID-19). In such instances, you should discuss these concerns with the employee to determine the best way of working.

Please contact your People & Capability Business Partner for further guidance on or if you have any concerns.

To access the most up-to-date information on Watercare's response to Covid-19 please refer to the intranet under COVID-19 Information. We will be making updates on a regular basis.

Check out the 'People Leaders' tile for resources or email: [enquiry covid@water.co.nz](mailto:enquiry covid@water.co.nz)



V0.2  
06/05/2020





# What to do when a worker shows COVID19 symptoms at work?

## A Guide for Managers

HWELL0011

When a person at work shows symptoms or tells you they think they have symptoms of COVID19 you will need to act calmly and quickly.

According to the Ministry of Health symptoms of concern are a **cough, a fever (38 degrees or more), shortness of breath.**

When this occurs follow these steps;

- Demonstrate genuine **care** and **concern** while maintaining **physical distance**
- **Isolate** the person and reduce contact with others
- Take them to a quiet space or closed room
- Ask them to use **tissues** or toilet paper to cover their mouth and nose
- Let them know you need to ask some necessary **questions**.
- Complete the **Symptomatic Worker Tracking Form** – give the completed form to your identified Support Crew from the Welfare team.
- Make sure the worker can get **home safely**. If they are not able to drive themselves, a Watercare designated person can help using the transport protocol. Speak to the **Site Support Crew**
- Ask the worker to contact **Healthline or GP** by phone when they get home
- Advise them one of the Support Crew will be in touch within 2 days and ask the worker to liaise with them regarding any results or changes to their condition
- Ensure they are **safely** removed from site

### Sanitising work areas and vehicles

- If a member of the team has left the site because they are sick, please contact Name. Site cleaners will provide a sanitising service for their work area.
- If service is unavailable or you prefer to do this yourself:
- Use appropriate PPE
- Clean all surfaces with medi-wipes, or 70% alcohol cleaner and paper towels
- Dispose of cleaning materials / PPE as appropriate

### Confirmed test result

Where a person with symptoms is confirmed as having COVID19 following a positive test – ensure the Site Support Crew send the **completed Symptomatic Worker Tracking Form** to the incident team IMMEDIATELY.

The Ministry of Health will have been notified through the testing process and will provide further instruction.

Liaise with the Ops site support team and site support who will support and guide you on what to do next including resourcing and actions to be taken for the wider team

### Communicate

- If you get questions from their team mates reiterate the importance of respecting their colleague's privacy.
- Provide assurance that we are working hard to keep everyone safe
- Reiterate the importance of following cleaning protocols, personal hygiene process, and physical distancing

### Confirmed case – close contact

- When we are notified there is a confirmed case the Ministry of Health will provide instructions on the right procedure with regard to managing anyone who may be categorised as close contact
- The Ops Support Team will help you manage resourcing of the wider team
- Finally, allow your workers to ask questions and address any concerns they may have. Remind them to stay calm, be kind and continue good hygiene.

REMEMBER- your workers will be looking to you to provide calm reassurance that the right steps are being followed – the site support crew can help with this.



V0.2

24/03/2020



# What to do when a worker is at home and advises you they have COVID19 symptoms?

## A Guide for Managers

HWELL0010

When a person contacts you to say they think they have symptoms of COVID19 you will need to act calmly and quickly.

According to the Ministry of Health symptoms of concern are a **cough, a fever (38 degrees or more), shortness of breath.**

If the person has been **at work within the past 14 days** follow these steps:

- Demonstrate genuine **care** and **concern**
- Let them know you need to ask some necessary **questions**. Complete the **Symptomatic Worker Tracking Form**
- Confirm if the worker has contacted **Healthline or GP** by phone
- Advise them one of the Site Support Crew will be in touch within 2 days and ask the worker to liaise with them regarding any results or changes to their condition

### Inform

Send the completed **Symptomatic Worker Tracking Form** to your identified Support Crew **as soon as possible**. Call them to ensure this is received. They will hold this form and keep in touch with your worker to monitor their welfare.

Maintaining cleaning protocols, personal hygiene process, and physical distancing is essential at this stage.

The Support Crew will make regular contact with the worker. If their symptoms resolve, your Support Crew will work with you to follow the **Return to Work protocol**.

If the person has been **away** from work for **more than 14 days** there is minimal risk of spreading due to the time away.

- Ask them if they have everything they need
- Liaise with the Support Crew to monitor and keep in touch
- Follow the Return to Work protocol

### Confirmed test result

Where a person with symptoms is confirmed as having COVID19 following a positive test – ensure the Support Crew send the **completed Symptomatic Worker Tracking Form** from to the incident team **IMMEDIATELY**.

The Ministry of Health will have been notified through the testing process and will provide further instruction.

Liaise with the Ops site support team and Support Crew who will support and guide you on what to do next including how to manage critical resourcing and actions to be taken for the wider team.

### Communicate

- If you get questions from other workers reiterate the importance of respecting their colleague's privacy.
- Provide assurance that we are working hard to keep everyone safe
- Reiterate the importance of following cleaning protocols, personal hygiene process, and physical distancing

### Confirmed case – close contact

- When we are notified there is a confirmed case the Ministry of Health will provide instructions on the right procedure with regard to managing anyone who may be categorised as close contact
- The Ops Support Team will help you manage resourcing of the wider team
- Finally, allow your other workers to ask questions and address any concerns they may have. Remind them to stay calm, be kind and continue good hygiene.

**REMEMBER-** Your workers will be looking to you to provide calm reassurance that the right steps are being followed – the support crew can help with this.



V0.3

25/03/2020

## Disinfecting Your Workplace if Someone is Sick

### Purpose:

- To provide guidance on how to clean an area, high-touch surfaces and equipment used by a symptomatic staff member after they have been removed from the site.

### Scope:

- To be used when a professional forensic cleaning service is not available.

### Definitions:

- Cleaning: The removal of dirt and impurities from surfaces.
- Disinfecting: Killing/inactivating germs on surfaces using chemicals

### Principles:

- Never mix two cleaning/disinfection products on a surface at the same time
- Never use a product beyond its expiry date. This is particularly important for bleach products.
- Follow manufacturer's instructions when using cleaning/disinfection products
- After application of cleaning/disinfection products **do not** dry surfaces immediately. Where possible leave the cleaning/disinfection products on the surface for several minutes to help ensure germs are killed/inactivated.
- After application of alcohol based products do not wipe off the alcohol after application. Leave it to dry by evaporation.
- If using 70% alcohol wipes ensure they are wet when they are withdrawn from the container.
- Always wash hands immediately after removing gloves and after contact with an ill person.
- If soap and water are not available and hands are not visibly dirty, an alcohol-based hand sanitizer that contains at least 60% alcohol may be used. However, if hands are visibly dirty, always wash hands with soap and water.
- Wear a P2 mask and disposable gloves for all tasks in the cleaning process, including handling trash.
- Gloves and P2 masks should be removed carefully to avoid contamination of the wearer and the surrounding area.
- Always wash hands immediately after removing gloves and after contact with an ill person.
- Place all used cleaning materials in a sealed plastic bag.



**Protocol:****Identify and secure the area to be cleaned.**

- Identify areas, equipment and high-touch surfaces used by the sick person (e.g. Offices, bathrooms, common areas, shared electronic equipment, touch screens, keyboards, remote controls, and plant/laboratory equipment, doorknobs, sinks, taps, benches, hand rails, phones, light switches and clothing).
- Prevent other staff from touching surfaces used by the symptomatic staff member.
- Where possible delay the cleaning. This is because the virus dies off over time on different surfaces. After nine days almost all infectious particles will be inactivated. Results published in the New England Journal of Medicine on 17/03/2020 (DOI: 10.1056/NEJMc2004973) showed the following:
  - Copper – Viruses no longer infectious after 4 hours
  - Cardboard – Viruses no longer infectious after 24 hours
  - Stainless steel - Significant reduction in infectious viruses after 48 hours
  - Plastic - Significant reduction in infectious viruses after 72 hours

**Cleaning of electronics, such as tablets, touch screens, keyboards, remote controls**

Apply a 70% alcohol solution to surfaces. If using alcohol wipes ensure they are wet when withdrawn from the container. Try to keep the surface wet with 70% alcohol for at least one minute. Let the 70% alcohol air dry.

**Cleaning of Hard Surfaces****Initial cleaning**

First remove obvious dirt using standard household cleaners (soap, detergent, hot water etc.). The purpose is to remove dirt which makes it more difficult to disinfect the surfaces (i.e. inactivate the viruses). Dry the surfaces after cleaning.

**Disinfection**Option 1:

Apply a 70% alcohol solution to surfaces. If using alcohol wipes ensure they are wet when withdrawn from the container. Try to keep the surface wet with 70% alcohol for at least one minute. Let the 70% alcohol air dry.

Option 2:

Use diluted household bleach (e.g. Janola) if appropriate for the surface. Follow the manufacturer's instructions or those given below

Mix any supermarket brand bleach and water to a 0.1% solution. The ratio of bleach to water is dependent on the concentration of bleach purchased. Most supermarket brands are 2-5% sodium hypochlorite. The following table outlines how to prepare a 1 litre 0.1% hypochlorite solution:

Original strength of bleach (% sodium hypochlorite)	Bleach (ml)	Water (ml)	Total (ml)
1%	100	900	1000
2%	50	950	1000
3%	33	967	1000
4%	25	975	1000
5%	20	980	1000

Use disposable cleaning equipment (e.g. cloths and mops) to apply the bleach solution the affected surfaces. Leave the bleach on the surface for 5 minutes and rinse with water.

### Cleaning of Soft Surfaces

For soft surfaces such as carpeted floor, rugs, and drapes

Clean the surface using soap and water or with cleaners appropriate for use on these surfaces.

Launder items (if possible) according to the manufacturer's instructions. Use the warmest appropriate water setting and dry items completely.

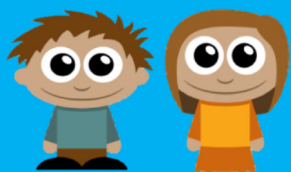
### Laundry

For clothing, towels, linens and other items

- Do not shake dirty laundry.
- Launder items according to the manufacturer's instructions. Use laundry detergent and the warmest appropriate water setting (60–90°C).
- Dry items completely

**Note:** The protocol above was based on information from the following sources

- **CDC** "Clean And Disinfect Your Facility: Everyday Steps, Steps When Someone Is Sick, and Guidance for Employers" <https://www.cdc.gov/coronavirus/2019-ncov/prepare/disinfecting-building-facility.html>
- **New England Journal of Medicine** (DOI: 10.1056/NEJMc2004973)
- **WHO**, Water, sanitation, hygiene, and waste management for the COVID-19 virus. Interim guidance, 19 March 2020
- **Canterbury DHB** : "Cleaning and disinfection guidelines cleaning and disinfection guidelines for gastroenteritis outbreaks" <https://www.cph.co.nz/wp-content/uploads/med0058.pdf>



# Fatigue in relation to COVID-19

P&amp;C0003

With the COVID-19 talk all around us, it is important to remember to keep well and fit for work and help keep any bugs at bay. So talking about fatigue is important to help ensure you're healthy, well-rested and fit for work.

There will be times when it's 'all hands on deck' and we may need additional help to keep the water flowing and keep the public safe. Please consider the below scenarios.

## What if I have worked too many shifts and get tired?

- Your safety is a priority
- Be responsible for your own health, and take your required breaks
- Let your manager know how you are feeling and talk about the risks if it is affecting your decision-making abilities
- Get good sleep between shifts
- Understand when you are not fit for work and ensure you and your team are safe.



## What if I'm really stressed about COVID-19?

- Seek information on the intranet to ensure you have the correct information
- Follow good hygiene practices. E.g. washing hands properly, getting exercise, cough and sneeze into your elbow, keep hands away from your face.
- Talk to the company nurse if you have any questions
- Talk with your team leader or manager
- Direct any COVID-19 related questions to [enquiry@water.co.nz](mailto:enquiry@water.co.nz)
- Speak to Healthline if you have any symptoms
- Contact OCP 0800 377 990 for free counselling services

## I've seen some people, really tired, but they feel they have to carry on because of the work. What should I do?

- Again, safety is everyone's priority
- Please escalate this to your manager
- Do not carry on if you do not feel safe to or you see others in the same state, speak up and talk about it as a team.

## What can I do to ensure I don't get fatigued or really tired?

- Take regular breaks
- Work with your team to ensure work is shared amongst the team
- Work on risks and hazards
- Work on top priorities with your team and Manager
- Ensure you are able to get regular rest at home
- SAFETY IS A PRIORITY – PLEASE BE SAFE OUT THERE



To access the most up-to-date information on Watercare's response to Covid-19 please refer to the intranet>Our Biz>COVID-19 Information. We will be updating these pages on a regular basis.



V0.2  
24/03/2020



# People leaders guide – How to provide transport for worker showing symptoms at work

HWELL0012

If someone is showing COVID-19 symptoms in your team and needs to be transported home, while COVID-19 could be a threat to our business we need to take the following steps:

## First Response:

- Show them empathy with genuine care and concern
- Is the person able to drive themselves home?
- Is there a family member or friend available to collect them?

If these options are not available, there will be a Watercare designated person who will be allocated to escort the person home.

## Precautions for vehicle drivers:

- Before entering the car, wash your hands with soap and water for at least 20 seconds. Use an alcohol-based hand sanitizer that contains at least 70 per cent alcohol if soap and water are not available.



- Avoid touching your eyes, nose, or mouth at all times
- Ensure you have all the PPE protection as a minimum requirement.
- Have tissues and hand sanitizer available for the passenger
- Avoid close contact with the passenger and ask them to sit in the back seat opposite you.
- Drive the vehicle with all windows partly down
- Upon return to site, dispose of all your PPE in a designated rubbish bin

## Precautions for the passenger

- Cover your mouth and nose with a tissue when you cough or sneeze, then throw the tissues away when you get home and wash your hands.
- Ensure you carry your personal items
- Passenger to sit in the back, away from driver to create a physical distance
- Once home please follow the Ministry of Health guidelines and call either your own Doctor or **Healthline on 0800 358 5453**.
- Please advise your direct People Leader so they can email Larisa to advise how long you will be off sick for or in isolation [Name@water.co.nz](mailto:Name@water.co.nz)
- Please look after yourself and your family and practice self-isolation to avoid spread of any viruses.

When the vehicle has returned to a Watercare site, ensure it is isolated from further use until it has been cleaned by a dedicated contractor company.



## Sanitising Work Areas and Vehicles

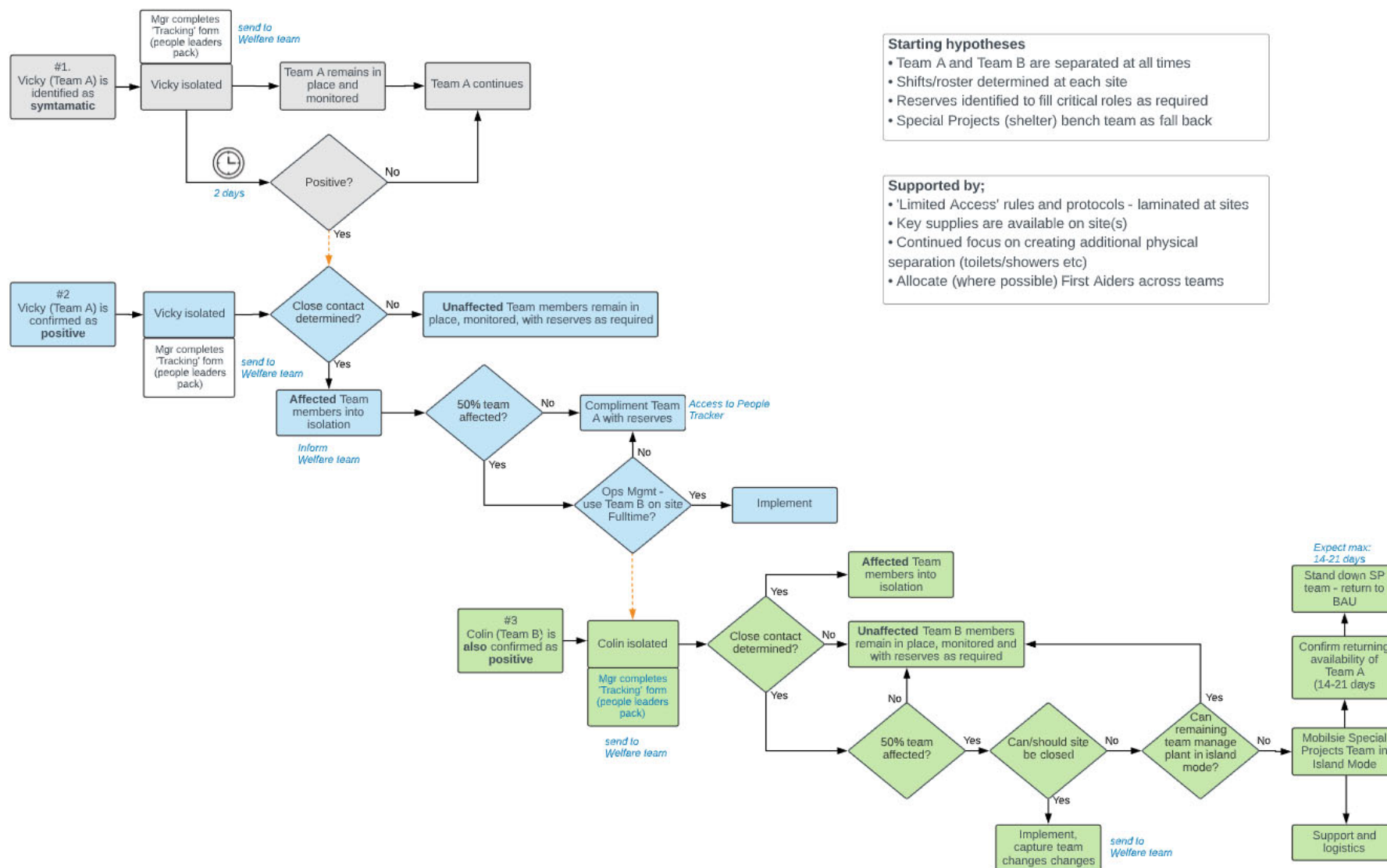
- If a member of the team has left the site because they are sick contact Peter Nicoll. Site cleaners will provide a sanitising service for their work area.
- If service is unavailable or you prefer to do this yourself:
- Use appropriate PPE
- Clean all surfaces with medi-wipes, Isopropyl alcohol or methylated spirits and paper towels
- Dispose of cleaning materials / PPE as appropriate



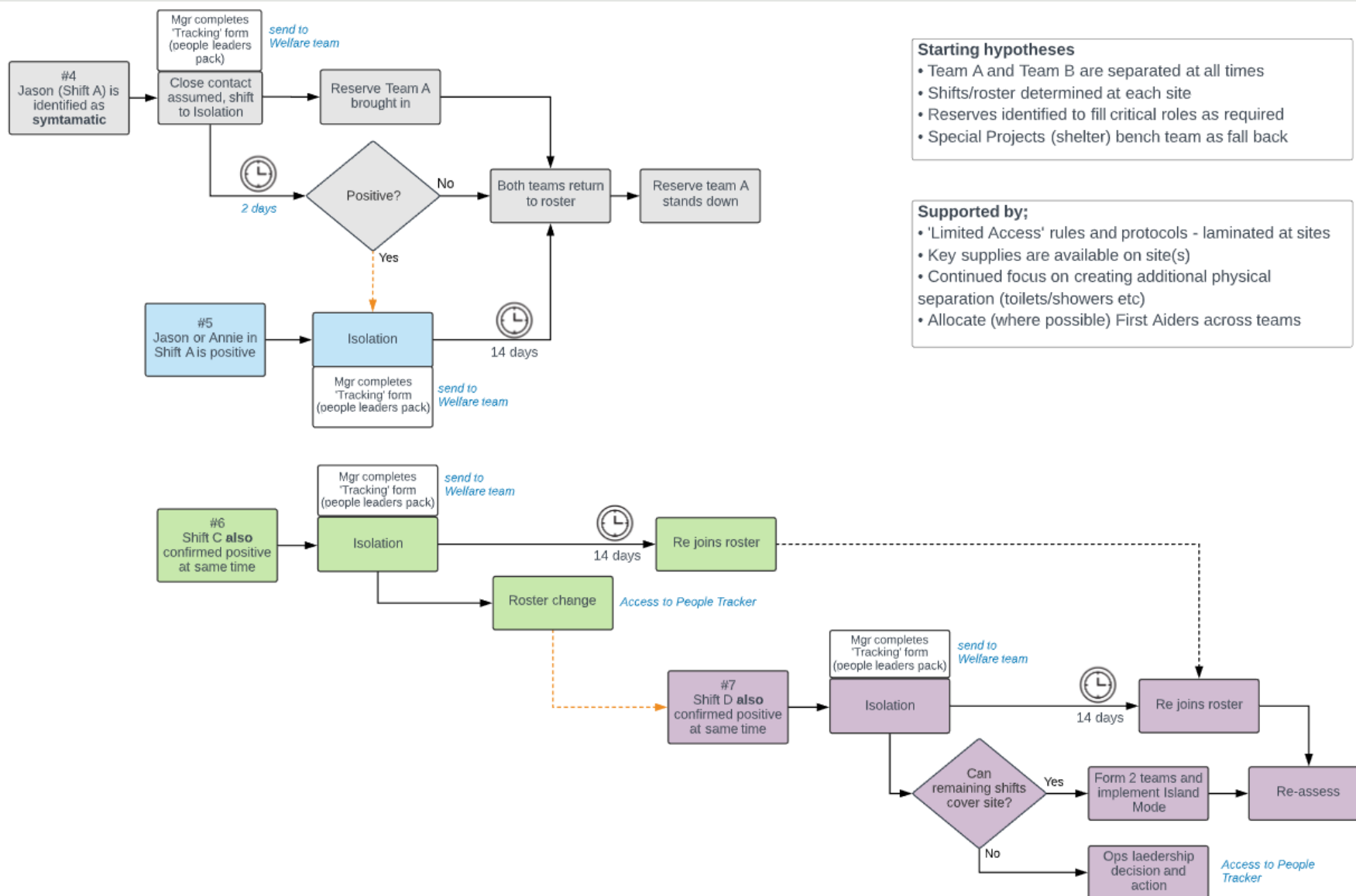
V0.3

24/03/2020

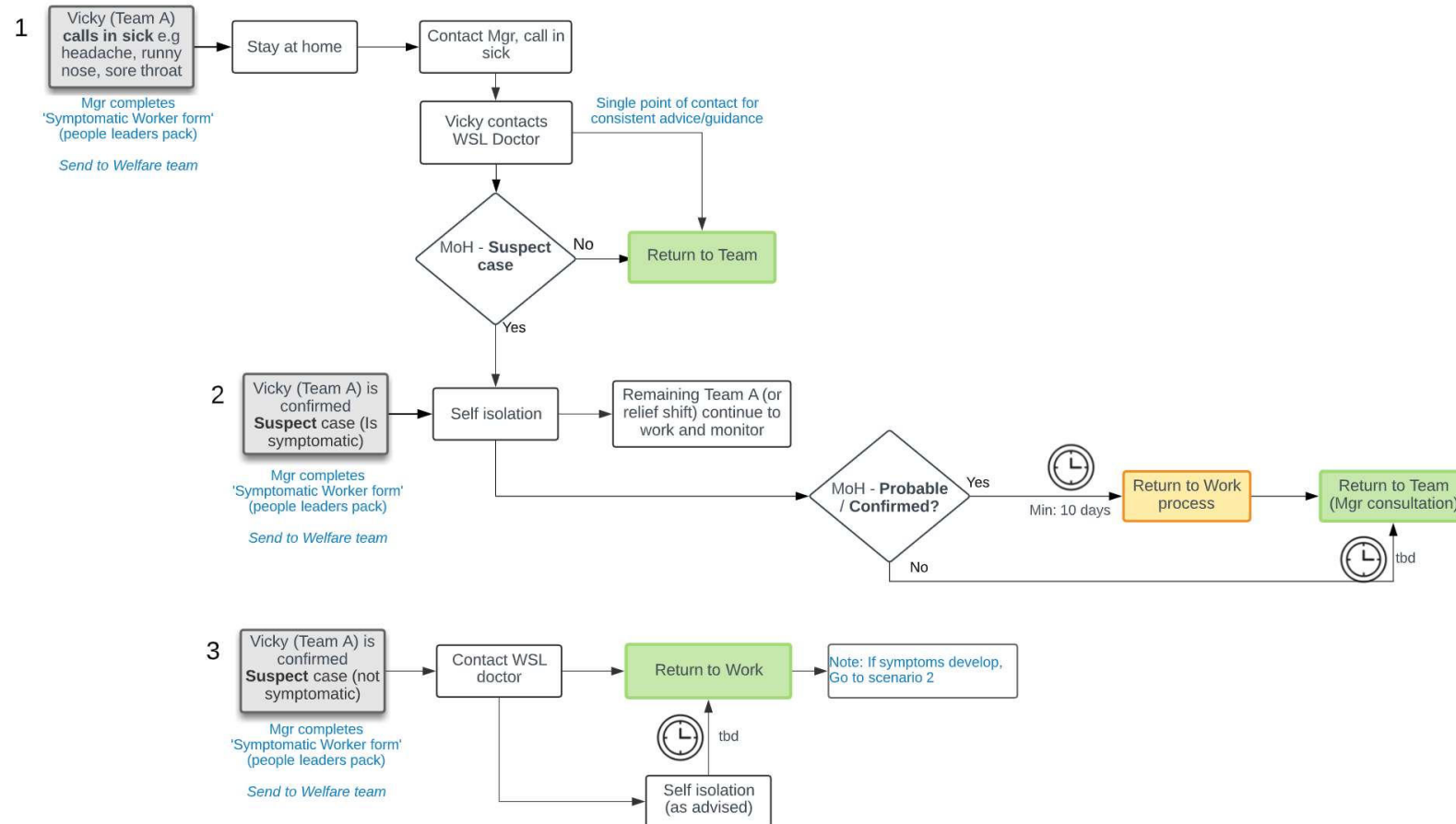
# Operations – Production (plant) Symptomatic staff decision flow chart



# Operations - Production (shift) symptomatic staff decision flow chart

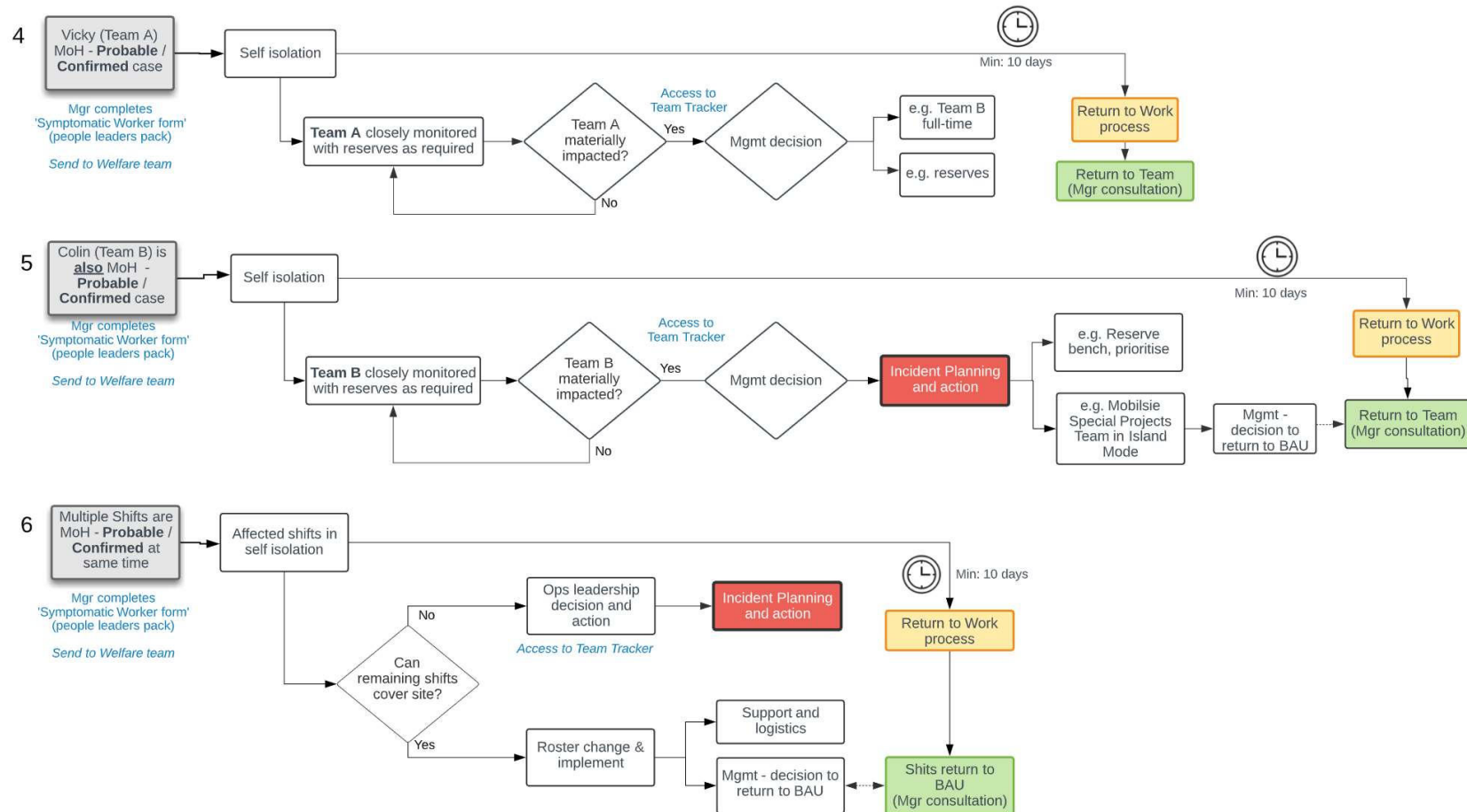


# General - Sick, Suspected, Probable / Confirmed



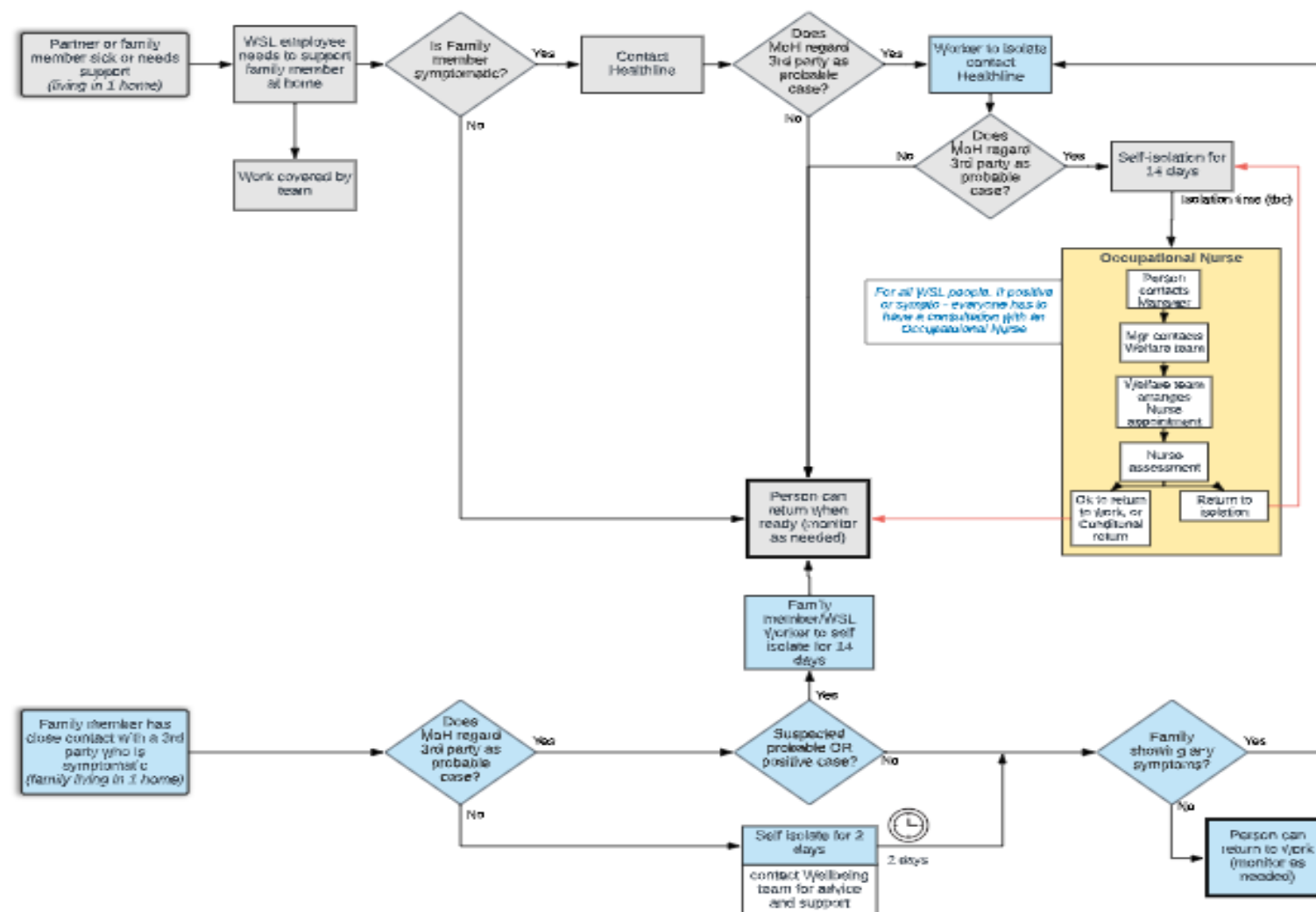


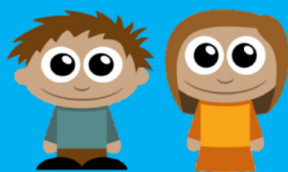
# General - Sick, Suspected, Probable / Confirmed





## Watercare staff impacted by family





# People Leaders Guide – COVID-19 return to work following illness

HWELL 0018

As a people leader you will need to manage the return to work process for team members who have been a confirmed case of COVID-19 or have had COVID-19 symptoms. Your role will be to ensure they are fit and healthy and pose no risk to others before they return to work at one of our sites if they can't work from home.

For staff in critical roles who cannot work from home, you will want to keep a regular check on their progress, so you can help them get back to work as soon as it is advisable and without posing any risk. You will also need to think about how you introduce them back into the workplace. It's likely they have had a tough time and will need to be shown kindness and care. Below is a guide to the key things you need to do.

**Your team member must meet the following criteria to be considered safe to return to work if they have had COVID-19 or the symptoms of COVID-19:**

- 1) They have been symptom free for at least 2 days (48 hours). This means 2 days where their fever is no longer present without the use of fever-reducing medications and their other respiratory symptoms (e.g., cough, shortness of breath) have also gone away
- AND**
- 2) At least 10 days have passed since symptoms first appeared

## Steps you must take:

**Step 1:** During their regular check ins your Site Welfare Support Crew will explain the return to work process to the team member, ask them to monitor their symptoms, and provide a Return to Work Symptoms Record form (attached to this guide)

**Step 2:** The staff member completes their Return to Work Symptoms Record form

**Step 3:** After two days without symptoms, the team member contacts their Site Welfare Support Crew who advises the team member's Manager this is complete

**Step 4:** Site Welfare Support Crew liaise with Watercare's Occupational Nurse to book a time for a call with team member and the Nurse to go through the Return to Work Symptoms Record form with the team member on the phone to confirm that the staff member can return to work

**Step 5:** Occupational Nurse confirms to Site Welfare Support Person that team member can return to work. Site Welfare Support Person informs People Leader

**Step 6:** People Leader informs team member that they can return to work, agrees a date and advises them of any additional precautions that need to be taken

**Step 7:** Team member advised they will be provided with a mask to wear for one week as an additional precaution and that the normal protocols relating to physical distancing and hygiene must be strictly observed  
*Ref: Centre for Disease Control : [www.cdc.gov](http://www.cdc.gov)*

**Step 8:** Ensure you have masks in stock and the right workspace for the team member to come back to allow for physical distancing from other team members

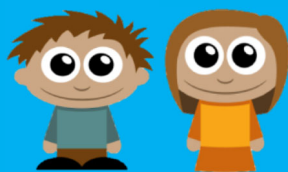
**Step 9:** Ensure you have briefed their team about the staff member's return (respecting the staff member's privacy) prior to their return. Provide reassurance to the team as appropriate.

**Step 10:** Refer to the 'Welcome Back' Guide to make sure they are well cared for upon their return

**On the next page are some scenarios you might encounter.**



V0.3  
16/04/2020



# People Leaders Guide – COVID-19 return to work following illness

HWELL 0018

## CONFIRMED CASE OF COVID-19

### Scenario 1

*Your team member calls you to say they are feeling better and are ready to come back to work.*

- You must follow all the 10 steps previously mentioned
- Even if your team member assures you they are fine, your role is to make sure they are fit for work and pose no risk to others
- **The employee cannot return to work until cleared by the Occupational Health Nurse**

## COVID-19 LIKE SYMPTOMS

### Scenario 2

*Your team member has the symptoms of COVID-19 although they are not being tested or there is another reason they cannot confirm at this time. Their symptoms are more serious than a normal cold or illness.*

- We are applying same process as a confirmed case for these employees. You must follow the process above.
- They may not be required to wear a mask upon return depending on their specific circumstances and Steps 8 and 9 may not apply. If this is the case the Occupational Nurse will advise you.
- **The employee cannot return to work until cleared by the Occupational Health Nurse**

## UNWELL BUT NOT COVID-19

### Scenario 3

*Your team member has other mild cold or an unrelated illness or symptoms where the team member recovers quickly.*

Follow this process:

- **Step 1:** Symptoms of concern are **fever, cough or shortness of breath**
- **Step 2:** If they have any symptoms such as **fever, cough or shortness of breath** get them to ring the Healthline on 0800 358 5453 for advice regarding any further action required
- **Step 3:** Only agree the Team Member can return to work on the basis that no further action needs to be taken as advised by Healthline
- **Step 4:** Advise the Team Member to return to work and follow the 'Welcome Back' Guide

### **What if they have been unwell and are able to work from home?**

For any sort of sickness whether it is COVID-19 related or not, please follow the appropriate 'fit for work' process and make the necessary arrangements for their return to work at their home office. Remember to advise them to apply for the right kind of leave.

Anyone unwell and working from home when they become sick should not work and should apply for sick leave through the normal process or Special Leave for COVID-19.

***Remember - Not everyone will match these scenarios. Your Site Welfare Support Team member can help if you don't know what to do. Do not let anyone who has been unwell return to site unless you have followed the process advised by your Site Welfare Support team member.***



V0.3  
16/04/2020

## **Watercare protocol for staff returning to work after having symptoms of COVID-19**

### **Return to work criterion**

<https://www.cdc.gov/coronavirus/2019-ncov/healthcare-facilities/hcp-return-work.html>

- At least 3 days (72 hours) have passed since recovery defined as resolution of fever without the use of fever-reducing medications and improvement in respiratory symptoms (e.g., cough, shortness of breath); and,
- At least 7 days have passed since symptoms first appeared

### **Protocol**

Step 1: Welfare team leader explains the return to work criterion to the staff member.

Step 2: Welfare team leader provides staff member with the temperature recording guide (Appendix 1)

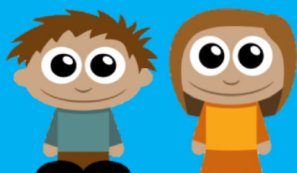
Step 3: The staff member records their temperature record form.

Step 4: After three days without fever the staff member contacts their Welfare team leader.

Step 5: The Welfare team leader sends the temperature form to a doctor or occupational nurse for verification.

Step 6: Doctor or occupational nurse confirms that staff member can return to work.

Step 7: Welfare team leader informs staff member and line manager that they can return to work.



# Work Related Travel during COVID-19

P&amp;C0004

It's important we minimise risk to our business by stopping some of the business activities which pose more risk than others. Based on the recent advice from the government limiting travel is one way we can keep people safe and minimise the risk of spreading COVID-19.

## International Travel

Given the rapid spread of COVID-19 in other countries, overseas travel carries considerable risk. To protect our employees, the business and our wider community, **no** business related overseas travel will be allowed for the foreseeable future. You will NOT be expected to travel overseas for work for any reason.



You are **very unlikely to get infected** just from having been in the same place as the person with the virus; for example in the same lecture theatre, gym or church. You are considered to be at low risk of catching the virus and do not need to go into isolation.

### ***This means:***

- Attendance at any overseas conferences, training courses or international event even if confirmed and paid for, is NOT permitted.
- If you have planned overseas travel for work, please cancel your attendance.
- Arrange for the cancellation of your flights and accommodation.
- Do not apply for any new overseas work-related travel.

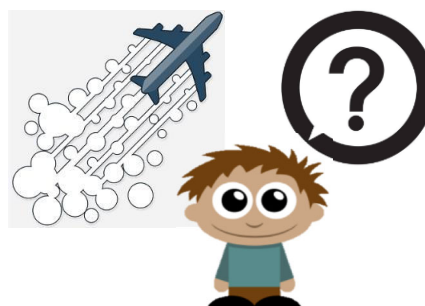
## Domestic Travel

While domestic travel may not present the same level of risk as international travel it is important we practice social distancing (\*see Social Distancing FAQ's).

Airports, Planes, Taxis, Ubers and Airport facilities can put people in close proximity to others for extended periods of time. We are asking you keep domestic business travel to a minimum and only when business critical.

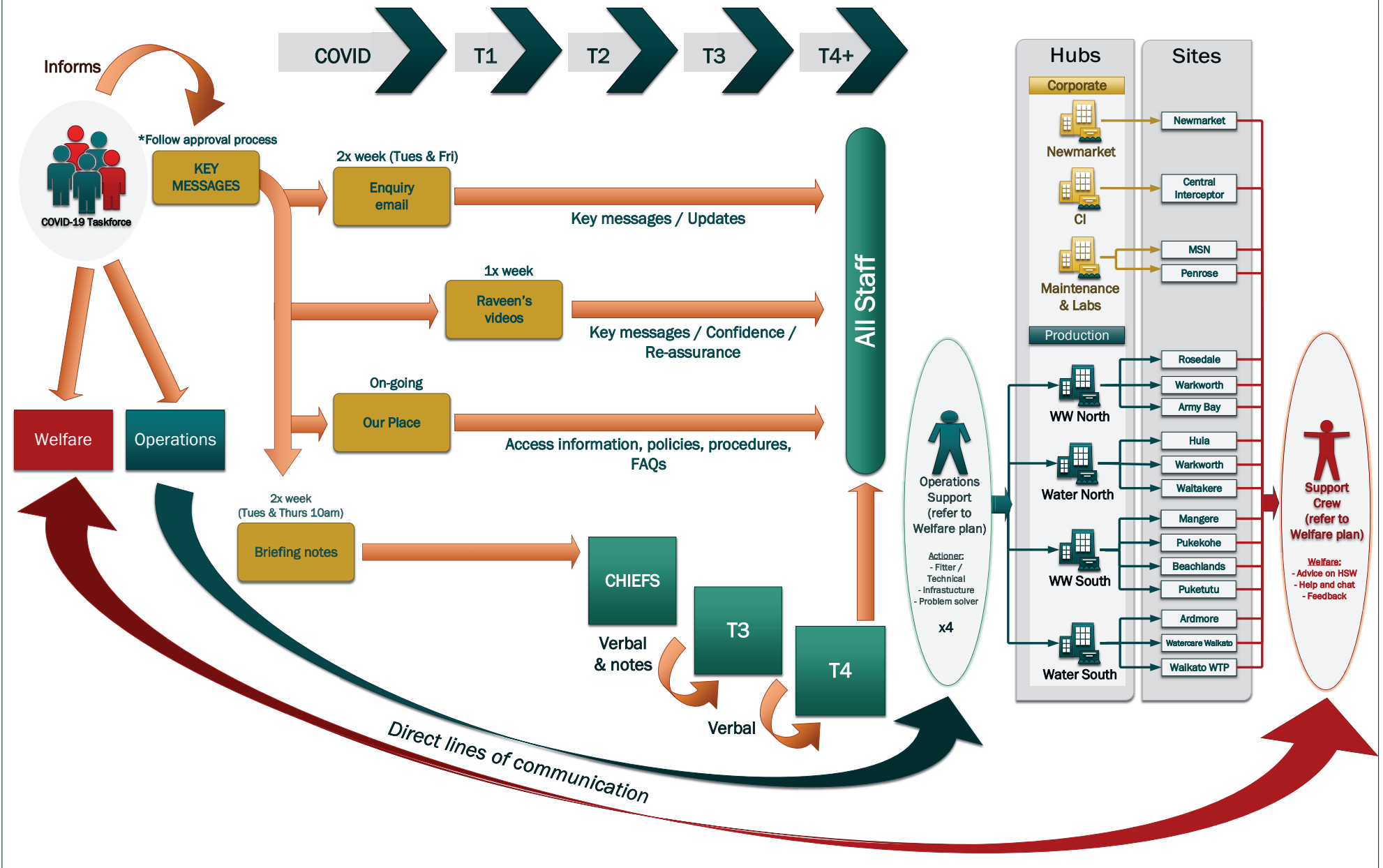
### ***This means:***

- Do not hold any meetings, training sessions or other events that require people to travel unless absolutely critical.
- Do not request or attend any work related domestic travel unless absolutely critical.
- As a rule, ask yourself;
  - 'Does it need to be face to face or can you use SKYPE or Teams?'
  - 'Does it need to happen right now?'
- Domestic travel will require approval of a Tier 2 Manager (department 'Chief').
- Travelling domestically for work will only be approved if it is absolutely necessary.



V1.0  
18/03/20

# COVID-19 Information Cascade



×

Watercare Well Being App

✓

Are you working from home today?

YES

Are you feeling physically well?

YES

Are you feeling mentally well?

YES

Would you like a follow up call from your manager or the welfare team?

NO

My History

Home



Released 27 March 2020

Updated 27 March 2020

# DRAFTv1

## COVID-19 Operations Toolkit

1. We will continue to provide quality drinking water
2. We will treat our customers wastewater
3. We will provide welfare and support for our people








# Basis & Purpose

This Toolkit comprises of instructions and information relevant to the operational management of Operations Production facilities and our Service Delivery Operations during the COVID-19 crisis.

- This material is created by the WSL COVID-19 Incident Team as well as other authors from Operations.
- The material is relevant to all Tier 4 leaders in Operations but should not be distributed beyond our people leaders.
- Whilst this is not a controlled document, for the purposes of consistent and reliable planning, communication and operational management, no edits should be made without the approval of Shane Morgan, **Chief Operations Officer**.

This document is **CONFIDENTIAL** to Tier 3 and 4 Managers in Operations only and should not be forwarded, distributed or printed.

# Content

1. Operational Principles 
2. Incident Control 
3. Staffing Plans 
4. Support Available 
5. Sources of Information 

# Operational Principles

The Government has moved decisively to prevent the spread of COVID-19 and we are responding to meet new challenges. While the country is in lockdown, Watercare will continue to operate – alongside all other organisations considered “essential services.” We have a legal and public health driven obligation to provide water and wastewater services. **We are an essential service for our customers.**

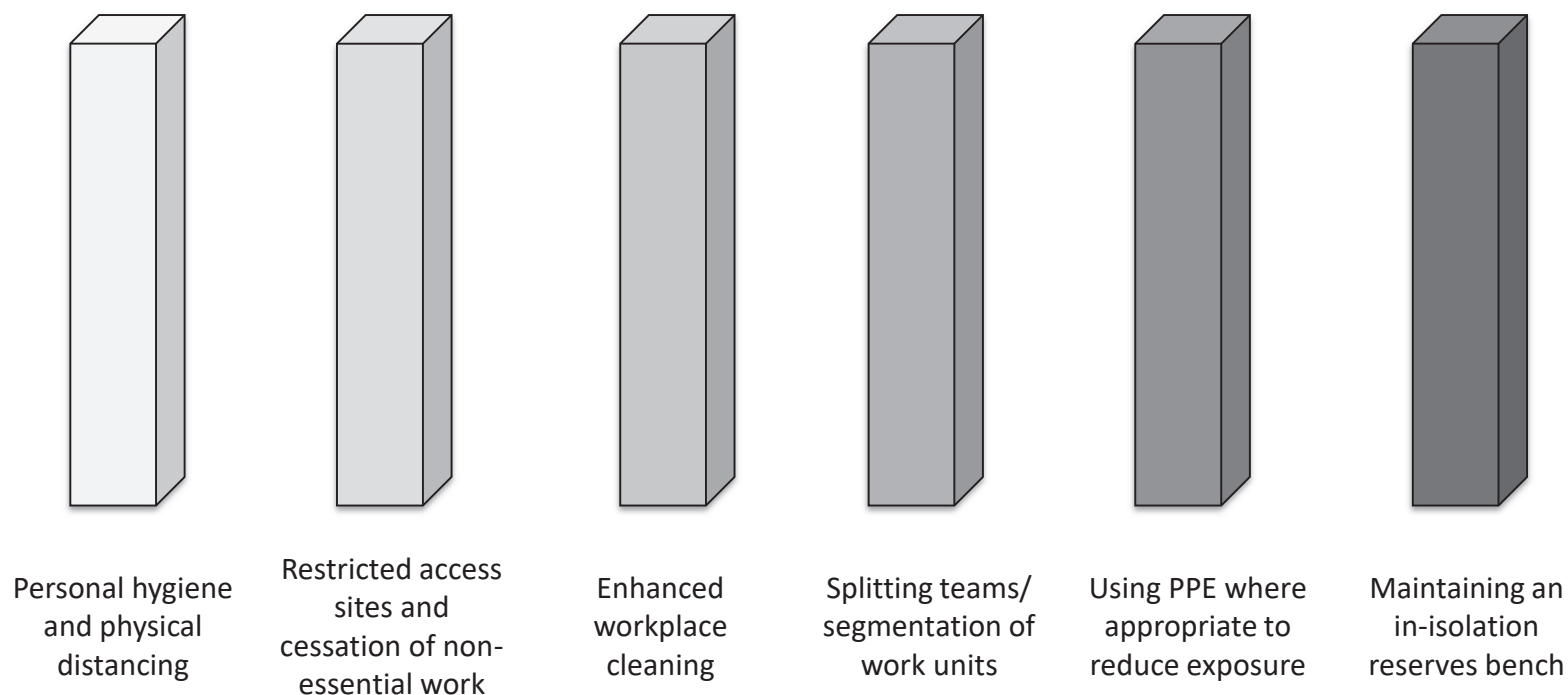
Moving forward, we have taken precautions and put in place additional controls that will ensure we can continue to provide water and wastewater services into an uncertain future. We have developed an expanded staffing plan that creates resilience and broadens our operational capacity. It is based on the principal that our operational sites and teams must be strong to allow them to be under limited access restrictions. What this means is that access to our sites will be restricted to the designated work teams for those locations. We will continue to be connected to each other through our managers, each other and through our business tools including phone, email, and video conferencing.

**We will** support each other, to calm our natural anxiety at this time, and to focus on the job at hand.

**We will** stay safe, manage fatigue and communicate and share.

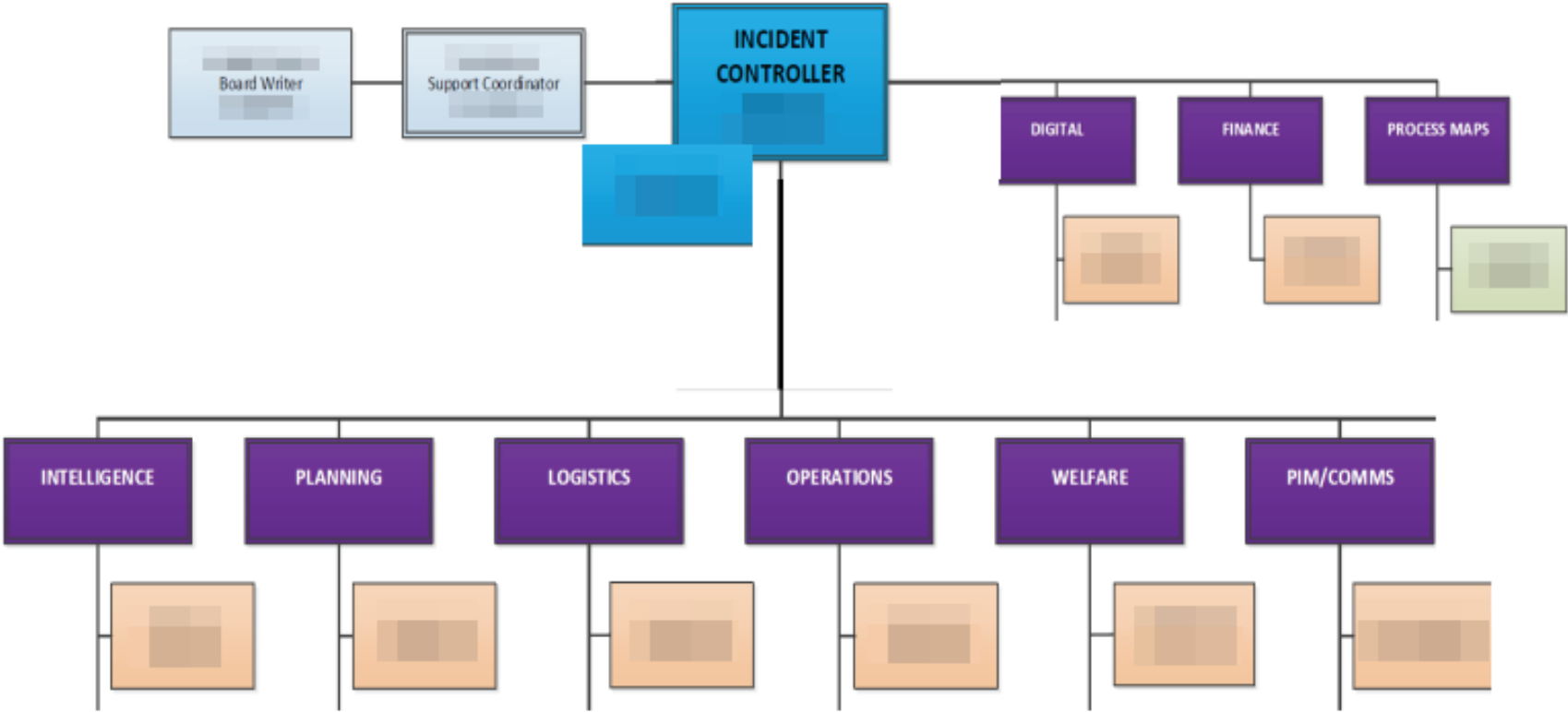
**We will** produce safe reliable drinking water and collect and treat wastewater from our communities.

# We are implementing a multi-layered approach to strengthen our resilience



**but** we need to play our part by being safe outside of work

# Incident Control



# The COVID-19 team

- **Intelligence Coordinator:** Is responsible for the collection and analysis of information relating to the incident.
- **Planning Coordinator:** Leads planning for response activities and related resource needs.
- **Operations Coordinator:** Responsible for the day-to-day coordination of the response, detailed task planning, and the implementation of the action plan.
- **Logistics Coordinator:** Responsible for providing and tracking resources to support the response and affected communities. Also responsible for providing logistics advice to other functions in the team.
- **PIM Coordinator:** Also known as the Public Information Management (PIM) function is responsible for providing advice to the Incident Controller on reputational issues, whilst also managing internal and external communications. The function is responsible for informing staff about the incident and the response (including actions they need to take), media liaison, media monitoring, and community liaison.
- **Welfare Coordinator:** Responsible for providing advice and managing issues relating to risk, health and safety and the wellbeing of staff, contractors and visitors.

# Staffing Plans

## Our operational Principles

We are making changes to the normal way of working. These changes are necessary in order for us to build resilience and to get in to a great position to meet the challenges ahead of us all:

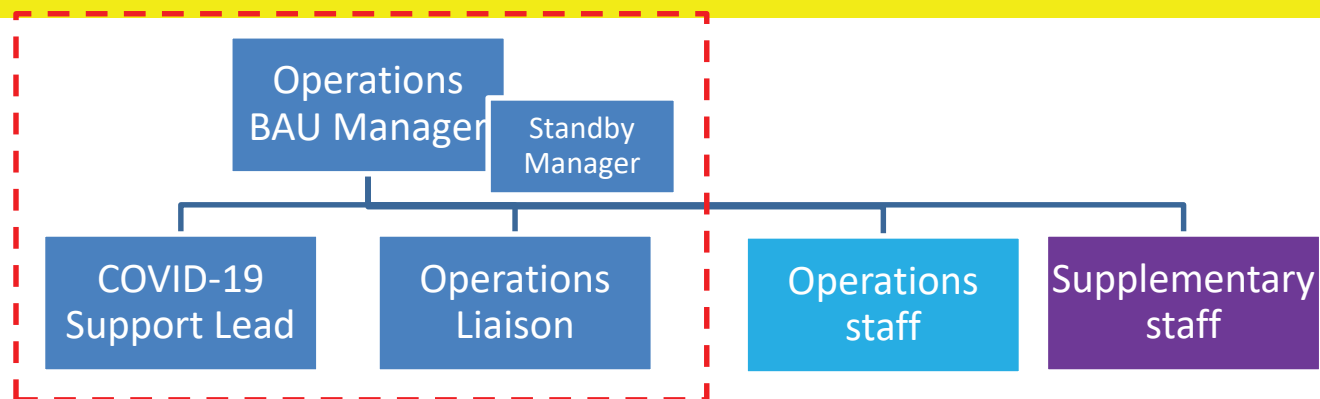
- Our plan requires changes to staff working arrangements that may be outside normal staff working arrangements. This needs to be proactively managed and starts with a conversation about 'why' we are making changes.
- Our plan is based around preparing for a potential need to operate with only a portion of the trained operator and maintainer workforce.
- To prepare for this, we have new staff who have volunteered to support you. We need to structure and work so that experienced staff can support new volunteers.
- Our plan is based on a split of staff across two teams (A and B) and the teams need to be managed with either a spatial or temporal separation. By splitting our workforce we should be able to halve the amount of time that most staff spend at work. This is crucial to ensure we are managing fatigue, stress and wellbeing of our staff.
- A reserve group has been identified and needs to be isolated and drawn upon when required.
- Our enthusiastic volunteer staff should be paired alongside experienced staff with on-job training commenced.

## We will use a command and control managed team approach

- The Operational BAU Manager is in control of all aspects of our business within the COR including assets, facilities, and people. Each COR will have an expanded management team with support from across the business.
- The expanded management team comprises of the Operational Manager, their standby, a designated **COVID-19 Support Team Lead**, and the **Operations Support Liaison**.
- The management team is responsible for ensuring site appropriate responses to business requirements and effective management of our COVID-19 response.
- This team needs to practice appropriate physical distancing for the operational teams that they are managing.

The management team will manage the implementation of all COVID-19 controls in the workplace and mobilise any additional support features that are required (temporary accommodation, vehicles, food, PPE, cleaning services etc),

# COR management



## COR management team

**COVID-19 Support Lead** is responsible for providing staff wellbeing support in the workplace, which is beyond normal staff welfare and care

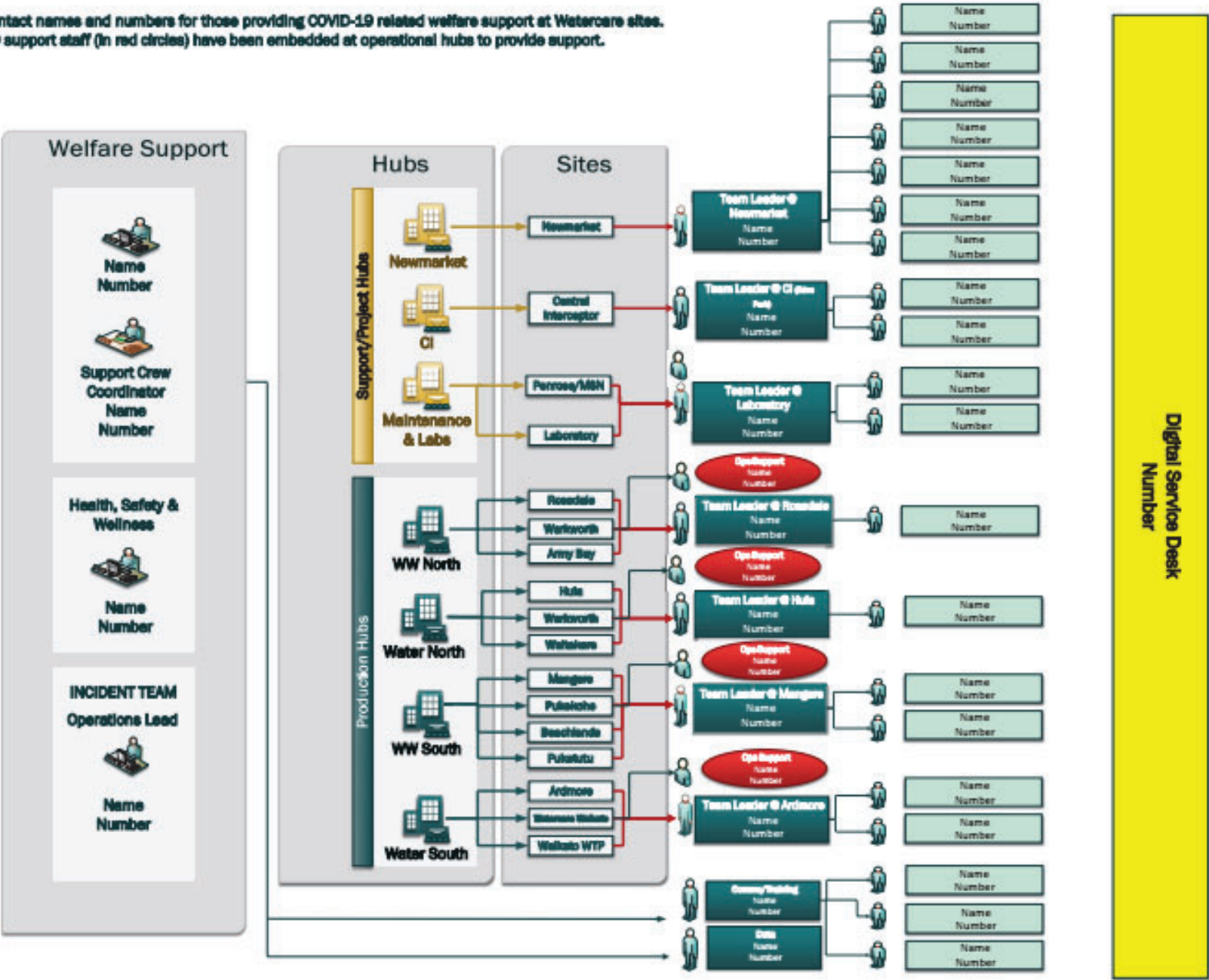
**Operations Liaison** leads initiatives in the workplace that are required to aid the broader incident response planning for response activities and related resource needs.

**Both the COVID-19 Support Lead** and the **Operations Liaison** will support the Operations Manager and provide additional support as appropriate.



# COVID-19 Welfare Support Plan

This plan provides contact names and numbers for those providing COVID-19 related welfare support at Waterecare sites. In addition, COVID-19 support staff (in red circles) have been embedded at operational hubs to provide support.

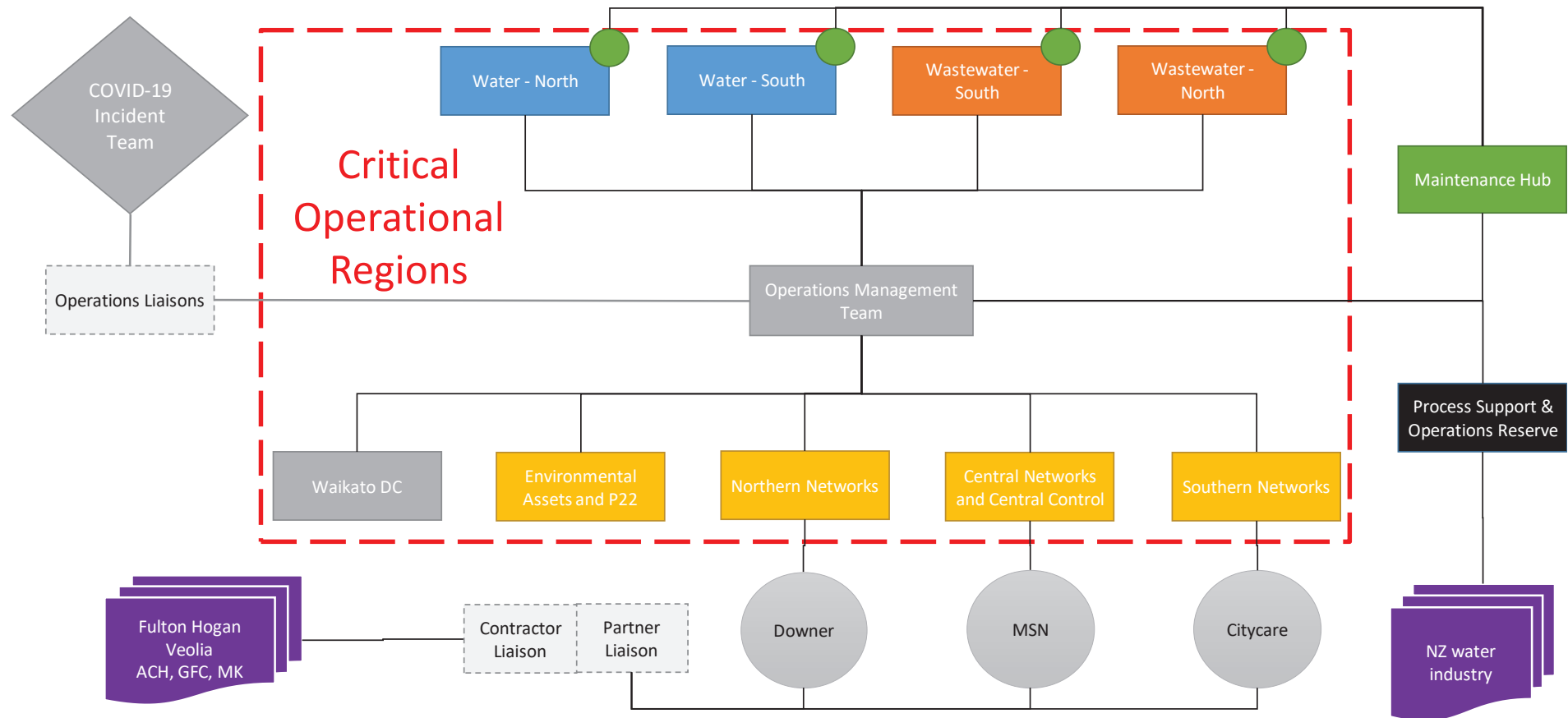


# Operations ways of working

We have reinforced our focus on core business by creating operational jurisdictions that we are calling Critical Operational Regions (**COR**). These are aligned to our BAU organisational structure.

- Each COR is to be managed and operated as a self-contained business unit, with depth in resources and self contained to support normal operational practices. A COR includes operators, maintainers, service specialists, managers and support staff.
- Additional support will be provided remotely using a range of digital tools through a dedicated Operations Support team.
- Each COR will draw primarily from the local Operations resources from the relevant places of work. COR teams will be supplemented with additional staff from Digital, Asset Efficiency, People & Capability, and Infrastructure.
- Each COR will be managed by the respective Production Manager or Service Delivery Manager. There are 9 COR teams – Water North, Wastewater North, Water South, Wastewater South, Environmental Assets, Northern Networks, Central Networks and Southern Networks, and Waikato District.
- A COR has a significant pool of resources, spread over sub-regions and across segmented work teams. There are a number of reserve resources in each COR.
- Should it be necessary, a 'emergency cover team' will provide replacement resources for a facility in the case of capacity reduction in the COR workforce.
- All resourcing will be centrally tracked and coordinated across the regions by the Operations Leadership Team. The Operations Leadership Team will deploy additional resources to assist.

# We are focussed on our core business



# Operations Management Team

<i>Chief</i>		<b>Region</b>	<b>Operations Liaison</b>	<b>Support Lead</b>	<b>Asset Efficiency team HUB</b>	
<i>Support Lead</i>		<i>North Water</i>			<i>Mechanical</i>	
<i>Operations Liaison</i>		<i>South Water</i>			<i>Electrical</i>	
<i>Contractor Liaison</i>		<i>North Wastewater</i>			<i>Technician</i>	
<i>Maintenance Manager</i>		<i>South Wastewater</i>			<i>Civil</i>	
		<i>Waikato DC</i>			<i>Contractors</i>	
<b>Duty Manager A</b>	<b>Duty Manager B</b>	<b>Reserve</b>	<b>OMT Coordinator</b>			
<b>Process &amp; Operations Support</b>	<b>On-phone process</b>	<b>Operational Reserve</b>	<b>Special Projects</b>			
<b>WATER</b>						
<b>WASTEWATER</b>						

# Waikato District Council

Volunteer

To be confirmed

Off the bench

## COR Leadership based at Waikato DC Operations

Manager		Operations Support Team		<b>Asset Efficiency team</b> <b>To be confirmed by Asset Efficiency</b>	
Support Lead		Maintenance Support Team		Mechanical	PES
Operations Liaison		Volunteer assistants		Electrical	Mackays
				Instrument	Chemfeed
				Cal Techs	Mckays
				Civil	Network Reticulation team Streamline Envionmental
				<b>Digital and Control support (off site)</b>	
				IT	
				OT	
Asset base	Primary	Secondary	Reserve		
WTPs and WWTPS (staff generally assigned to a town however will cover on-call across district and assist each other on larger tasks)					
Networks South (staff generally assigned to a town however will cover on-call across district and assist each other on larger tasks)					
Networks North	City care	City Care			
Networks engineers ( working from Home )					

# North Water

Volunteer

To be confirmed

Off the bench

## COR Leadership based at Northern WTPs

Manager		Operations Support Team		<b>Asset Efficiency team</b>	
Support Lead		Maintenance Support Team		Mechanical	
Operations Liaison		Volunteer assistants		Electrical	
				Instrument	
				Cal Techs	
				Civil	
				<b>Digital and Control support (off site)</b>	
				IT	
				OT	

Asset base	Team A	Team B	Reserve
Huia/Waitakere (minimum staffing 4)			
Helensville/Muriwai (minimum staffing 1)			
Warkworth (minimum staffing 1)			
Onehunga (Minimum staffing 1)			

# South Water

Volunteer

To be confirmed

Off the bench

## COR Leadership split between Ardmore WTP and Waikato WTP

<i>Manager</i>		<i>Operations Support Team</i>		<b>Asset Efficiency team HUB</b>	
<i>Support Lead</i>		<i>Maintenance Support Team</i>		<i>Mechanical</i>	
<i>Operations Liaison</i>		<i>Volunteer assistants</i>		<i>Electrical</i>	
				<i>Technician</i>	
				<i>Civil</i>	
<b>Asset base</b>	<b>Team A</b>	<b>Team B</b>	<b>Reserve</b>	<b>Digital and Control support</b>	
Ardmore				<i>IT</i>	
Waikato & Franklin				<i>OT</i>	

# North Wastewater

Volunteer

To be confirmed

Off the bench

Manager		Operations Support Team		Asset Efficiency team	
Support Lead				Mechanical	
Operations Liaison		Maintenance Support Team		Electrical	
		Volunteer assistants		Instrument	
Asset base	Team A	Team B	Reserve	Civil	
Warkworth/ Wellsford/ Omaha/ Snells					
Army Bay/ Helensville/ Waiwera					
Denehurst	Jetwaste (external)				

Rosedale	Team A	Team B	Team C	Team D	Reserve A	Reserve B
Rostered						
Day works	Maintenance Delivery Civil Team if required					

Digital and Control support	
IT	
Control Systems	



Volunteer

To be confirmed

Off the bench

# South Wastewater

## COR Leadership based at Mangere WWTP

Manager	
Support Lead	
Operations Liaison	

Operations Support Team	
Maintenance Support Team	
Volunteers	

Asset Efficiency team	
Mechanical	
Electrical	
Technician	
Civil	

Asset base	Team A	Team B	Reserve
Mangere Support			
Pukekohe (West)			
Beachlands (East)			

Mangere Roster	Team A	Team B	Team C	Team D	Reserve
Process Ops Teams					
Plant Ops Teams					

Digital and Control support	
IT	
OT	

# Environmental Assets

Volunteer

To be confirmed

Off the bench

<i>Manager</i>		<i>Operations Support Team</i>		<b>Asset Efficiency team</b>	
<i>Support Lead</i>		<i>Maintenance Support Team</i>		<i>Mechanical</i>	
<i>Operations Liaison</i>		<i>Volunteer assistants</i>		<i>Electrical</i>	
				<i>Technician</i>	
				<i>Civil</i>	

<b>Asset base</b>	<b>Team A</b>	<b>Team B</b>	<b>Reserve (off-site)</b>		
North West Headworks					
South East Headworks					
Puketutu Island – Biosolid Operations					
				<b>Digital and Control support</b>	
				<i>IT</i>	
				<i>OT</i>	

# Northern Networks

Volunteer

To be confirmed

Off the bench

## COR Leadership based at Northern WTPs

Manager	
Support Lead	
Operations Liaison	

Operations Support Team
Maintenance Support Team
Volunteer assistants

Asset Efficiency team	
Mechanical	
Electrical	
Instrument	
Cal Techs	
Civil	

Asset base	Team A	Team B	Reserve
Water			
Wastewater			

Digital and Control support (off site)	
IT	
OT	



# Central Networks

Volunteer

To be confirmed

Off the bench

## COR Leadership based at Northern WTPs

Manager		Operations Support Team		<b>Asset Efficiency COR team</b>	
Support Lead		Maintenance Support Team		Mechanical	
Operations Liaison		Volunteer assistants		Electrical	
				Instrument	
				Cal Techs	
				Civil	

Asset base	Team A	Team B	Reserve
Water			
Wastewater			
Network Operators			

	Primary	Reserve (Working from Home)	Alternative working arrangement
Control Room			

<b>Digital and Control support (off site)</b>	
IT	
OT	

# Southern Networks

Volunteer

To be confirmed

Off the bench

## COR Leadership based at Northern WTPs

Manager	
Support Lead	
Operations Liaison	

Operations Support Team	
Maintenance Support Team	
Volunteer assistants	

Asset Efficiency COR team	
Mechanical	
Electrical	
Instrument	
Cal Techs	
Civil	

Asset base	Team A	Team B	Reserve
Water			
Wastewater			

Digital and Control support (off site)	
IT	
OT	

# Support

We will take all opportunities to train our volunteer workforce to be able to operate assets and facilities in a state of emergency.

We will actively manage workforce fatigue by introducing reduced work hours and adjusting daily schedules to meet staff welfare needs. This might involve a 3 or 4 day working week, shorter work hours, or allowing breaks during the day to manage personal issues.

We will provide additional welfare support to our work teams, to ensure they are fit and safe to operate. This might involve exercise in the workplace, healthy eating options with food provided by the business, rest periods, alternative forms of relaxation and stress management.

We will create a culture that includes social bridging to overcome physical distancing.

We will stay connected to other CORs and with Operational Management, create positive opportunities to enhance communication and share intelligence.

# What does this mean for management in the workplace?

- We will cease all discretionary work and remove all additional staff from sites. This includes:
  - All Planned Major Maintenance activities unless operationally critical
  - All Infrastructure asset projects and programs (some projects are in a wind down phase)
  - All non-safety related compliance testing of equipment
  - All periodic calibrations of equipment where it does not impact safe water production
  - All periodic cleaning, desludging or overhaul operations
- We will all take personal responsibility for managing hygiene in the workplace. Our work day will start and finish with a 'work area clean'.
- We will not use common shared spaces like lunch rooms, meeting rooms for meetings, or have water cooler conversations.
- We will adopt physical distancing where possible, and rely on digital communication where appropriate.
- We need all of our staff to understand that we are in this together. We cannot work in complete isolation, as we cannot sustain that effort in the long term. We will accept isolation as a means to manage anxiety and fear. We must continue to work on connecting and sharing.

# Ideas for managing wellbeing

- Ideas for staff wellbeing and welfare
  - set up daily MS teams meeting with sites and their Operations Liaison and Support Lead.
  - Support Lead to call daily everyone allocated to the area, to build relationships, monitor coping.
  - prioritise time for home based and self-isolated people.
  - maximise use of alternate facilities/ remote sites/ etc... as way of keeping people apart
  - keep updated records of where people were on a given day (roster/ sign in book/ etc...)
  - not being physically on site still means being available to work by phone/ email or video conference
  - not being physically on site may still require you to attend in an emergency. Be prepared.
  - send daily team updates to all based in a COR (team does not matter), to keep clear and consistent message. Provide updates, respect privacy, discuss any new issues or changes.
  - reflect “teams”, in roster so everyone is clear where they are every day.
  - implement cleaning schedule with visible record sheets (similar to the ones in public bathrooms)
  - keep plenty of fresh fruit on site
  - schedule a morning standup via video conference for the COR. Start with some stretches and a team members shared moment
  - be open and communicative if there is a suspected or confirmed case of the virus within the team
  - openly discuss why and how we should all rally against assumptions, rumours, and stories
- We should surprise and delight each other with acts of kindness, workplace improvements, creative outbursts and celebrations of milestones. But we will do this appropriately given the circumstances.



# Sources of information

**General FAQ's.** [Click here](#)

**General FAQ's – self isolation.** [Click here](#)

**People Leaders Pack (inc. Covid-19 confirmed case processes).** [Click here](#)

## **Ministry of Health**

<https://www.health.govt.nz/our-work/diseases-and-conditions/covid-19-novel-coronavirus>

## **NZ Government Website**

<https://covid19.govt.nz/>

## Covid-19 Contact Tracing Protocol

### **What Do We Need To Do**

Modified from the MoH guidelines 20/4/20 and Worksafe Covid-19 website 21/4/20

Under alert level 3 all businesses that are permitted to resume operations need to have a COVID-19 safety plan that sets out how they'll operate safely. For businesses operating as an essential service under alert level 4, a start-up plan is not required. However, the controls they have in place need to continue once we transition to alert level 3.

COVID-19 is a global pandemic. The risk to our communities, including workplaces, had been identified and assessed by public health authorities. The key controls that have been decided as necessary to minimise the risk of passing on the COVID-19 virus at work are:

- supporting people with flu-like symptoms to self-isolate
- ensuring separation distances
- disinfecting surfaces
- maintaining good hygiene, particularly hand hygiene and good cough/sneeze etiquette
- keeping records to facilitate contact tracing.

### **What does the plan need to include?**

The Govt does not prescribe exactly how Watercare must set out its plan, however there is information that must be included and has been considered as part of our health and safety approach to the workplace and Covid-19.

One such aspect is contact tracing. Ensuring robust contact tracing is a priority piece in the management and eradication of Covid-19. Effective contact tracing helps to prevent potential onward transmission, raise awareness about the disease and its symptoms and supports early detection of suspected cases. This is achieved by the identification and isolation of people who have been exposed to an infectious case, to prevent onwards transmission from the infected party to others.

Contact tracing may need to be undertaken to determine potential exposure to employees, customers and visitors. Contacts may be determined to be close contacts and require 14 days self-isolation. There may also be casual contacts who need to take no further specific action.

The contact tracing process involves information gathering which may include interviews, CCTV recordings, reports from electronic security systems, digital systems or checking of site rosters that occurred whilst/after confirmed case was on site.

A contact tracing system allows Watercare and the Ministry of Health to ensure rapid identification and isolation of potentially new cases.

Watercare has a solution to support contact tracing. While it is not invincible, it will suffice in the circumstances.

### **What means do we have to carry out contact tracing?**

Watercare operates an electronic security access system across Auckland and in Te Rapa for the Waikato Waters operation.

### **Network and Production sites**

All Auckland regional Watercare sites operate on the Forcefield electronic access card system. All large site access is by way of a card that has been programmed to include a specific site. On pump stations, access is by way of a physical key, but the security and access system must then be disarmed by way of a swiping the individuals access card on the card reader. The process to exit the site is similar but in reverse with swiping the individuals access card to 'arm' the security system, then closing the door.

On the larger production sites, entry onto the site is by way of security card reader with access to individual areas within the site (sensitive or dangerous areas) by additional security access-controlled doors.

At Rosedale and Mangere 'anti-pass back' security has been introduced as a part of the H&S evacuation process. It 'forces' people to 'badge on' to the site and 'badge off' at reference readers on the site perimeter akin to the AT hop card process. It allowed the system to produce a reasonably accurate evacuation report in the event of an emergency such as a gas leak or fire. If a person fails to 'badge off', the system will lock that card out from access back onto the site until the card has been reset in the system, and an alarm comes up on the security system.

The office in Te Rapa for the Waikato Waters team is controlled by a new electronic security management solution known as the Gallagher system. This system is in the process of replacing the current legacy Forcefield security system across the Auckland region.

### **Newmarket**

At the Newmarket office, the building shares access with other tenants for the common areas of the building. Access to the main building is controlled by a security server running software called Security Commander, which is operated by the building owner. The common area access card readers and lift readers are 'multi-card' running three 'chips' contained in it. One for each of the three tenants (Lotto, BP and Watercare). The system controller of the multi-card system is located on a server in the basement of level 2 at Newmarket.

The Watercare security team has limited access to enter new cards and delete old ones off that system which is partitioned so Watercare cannot 'see' other tenants details and they cannot see Watercare's.

Entry to our tenancy is through the standard access card reader found throughout Watercare (except in the Waikato). The readers operate on a software system called Forcefield. The headend is on two servers based at the Revera data centre.

Access into the office building is uncontrolled between 0800 hrs and 1700 hrs on normal work days, that is, the main doors at ground level open on weekdays on a proximity sensor and provide access to Watercare's tenancy reception on level 3 on an unrestricted basis to cater for members of the public and customers to visit. The system is on card reader only at all other times.

Access to the level 2 basement is controlled by a security grill across the doors from 1730 hours until 0800 hours. Between 0800 and 1730 hours on weekdays, the grill is open but the barrier arms are in operation. The arms are swipe card controlled and by Watercare's reception team for members of the public, customers, contractors or suppliers or guests that have had a car park booked for them by a staff member in advance.

Access to the level 3 basement is by swipe card access 24 hours a day, seven days a week.

Access to the working area of the floor on level 3 is by swipe card only at readers on the internal doors. Lift access to the level 2 and level 4 tenancies or the fire stairwell access to the same floors, including level 3 is by access card only.

Egress from Watercare's tenancy is by way of push button controllers on the access doors and uncontrolled access to the ground floor lobby by way of the lifts or the fire stairwells.

The building management company locked down the building at the start of the pandemic to reflect the typical weekend or public holiday access rights. All access to the basements, the lifts and the ground floor common areas is by way of swipe card access only. Reception is not staffed for intercom access for the basement level 2.

### **Reports and tracking**

The base building system (Security Commander) has a limited tracking and reporting facility however Watercare can seek reports where possible. Watercare's current system in the Auckland region (Forcefield) is a far more powerful system that can run a site report for everyone who has been on a site on given days, between given hours. It can report on who has gone through individual doors between whatever parameters are set. It can report on individual card holders and their activity. History is held 'locally' for approximately 6 weeks for ready access and archived for about 1 year off site.

### **CCTV**

We operate a CCTV system through the major sites at Watercare. While it is in effect adequate, it would not be relied upon in the event of being required for contact tracing. It may be 'Plan B' for tracing.

### **Gaps**

The biggest issue is where people 'coat tail' in on another people's access card activation. It would be possible that a staff member who arrived at Newmarket at the same time as a colleague, could get all the way to their workstation/desk without activating the security system however at some stage during the day, the staff member would be likely to need to swipe activate the security controls to access a part of the tenancy, or the photocopier at some stage during the day.

In addition, if a staff member has lost their access card, a temporary access card is provided. On the basis that each temporary card is allocated by card number to the individual concerned, then we should still be able to track and trace their movements within reason.

### **Summary**

If Watercare was required to trace who had been in a particular location, or to trace where a staff member may have been on a given day, we have the ability to run the electronic reports required quickly and effectively, however this will only provide evidence that the persons card was used at a location or that the person logged into the digital network at a location. The only accurate way to identify where that individual had been over a short period of time is to carry out an interview of the person. This is the only means to accurately identify where the person has been, what they have done, who they may have interacted with and so on. For contract tracing, this will be the primary source of information, followed by the electronic reporting to verify the same.

The crucial measurement for contact tracing success is the time from case symptom onset to contact isolation.

**For this the following steps are recommended.**

- The individual needs to be interviewed as soon as it has been identified that they have developed symptoms of Covid-19. Questions in the check sheet relate to where they had been within the work environments over the period of up to 5 days prior to feeling unwell with the symptoms. If there is any doubt, suggest to help with the recollection for the individual to review their Outlook calendar for any meetings that took place over that timeframe to help them with the process.
- They will then be requested to contact the MoH Healthline.
- The MoH may need to carry out wider contact tracing of where the individual had been over the timeframe required and they will contact the individual directly to progress this.
- If staff member does not recall all of the work locations, meetings, people that they had interacted with. NB close contact for example is where the individual A met with individual B for an hour in a closed meeting room - as opposed to casual contact i.e. individual A passed individual in the ground floor lobby. Electronic security logs and/or IT logs may be run to support the contact tracing investigation.

We will continue to compile records of visitors to sites as well, whether through the electronic visitor registration system or paper based solutions currently deployed at sites.

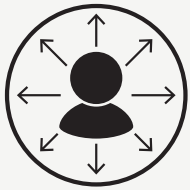
***Comms recommendations are as follows.***

While we remain in alert level 4 currently and will move to alert level 3 on Tuesday 28<sup>th</sup> April for a further two weeks, please ensure that you swipe your access card at all access controlled doors throughout all of the buildings. This will help with any contact tracing that we may need to undertake under Ministry of Health guidelines should the need arise.

Do not tailgate behind anyone. This includes swiping the access readers on the lifts on each and every occasion, even if someone else has swiped to your floor.

For visitors, suppliers and contractors, where it is necessary and appropriate for them to enter a site, please continue to ensure that the recording systems (visitor registration or paper based as appropriate) continues to be kept up to date to record their presence.

# CONTACT TRACING INFORMATION SHEET



## What is contact tracing and why do we need it?

To stop the spread of COVID-19, it's important to keep track of people's movements. Contact tracing helps us do that. Each business records details of everyone's movements in and out of their premises. This is saved in case we need to contact people who have been exposed to COVID-19, and enables us to do it faster.

## What does contact tracing mean for my business?

Businesses operating under Alert Level 2 need to record the contact information of employees in their workplace, and visitors and customers where they can.

That means businesses should have a contact tracing register in place. You should have people sign your register. Ensure this is done every day, including weekends and after hours.

While retail stores do not need to contact trace customers that come into their store, they should keep records of their employees and any visitors, such as maintenance workers or suppliers.

The Ministry of Health or District Health Boards may contact a business if a person is diagnosed with COVID-19 and the business is a potential contact. They will ask for your register for the time that person visited.

Contact tracing information will not be used for any other purpose.

## More about contact tracing

If you have questions, go to **Covid19.govt.nz**

## What information do I need to collect?

Any contact tracing register or record keeping system that you use must collect this information:

- Full name
- Phone number and/or email
- Address
- Date
- Time in and out
- Signature

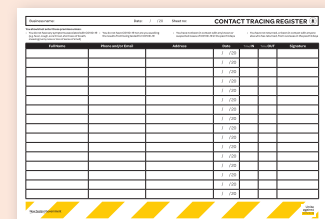
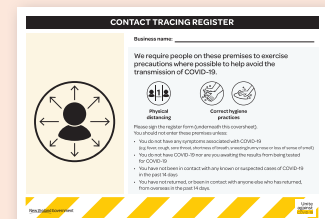
## How do I meet the contact tracing requirements?

Follow these **three** steps:

**Step 1:** Create your own or download a register form at **Covid19.govt.nz**

**Step 2:** Make sure your register is hygienic. Assign an employee to complete the register for your team or visitors, so only one person is touching the pen and paper. Or sanitise the pen after every use, and ask users to sanitise hands before and after writing their details.

**Step 3:** Keep your register in a secure place for 2 months. After 2 months from the date of record, you must destroy the register.



## Your contact tracing register is confidential

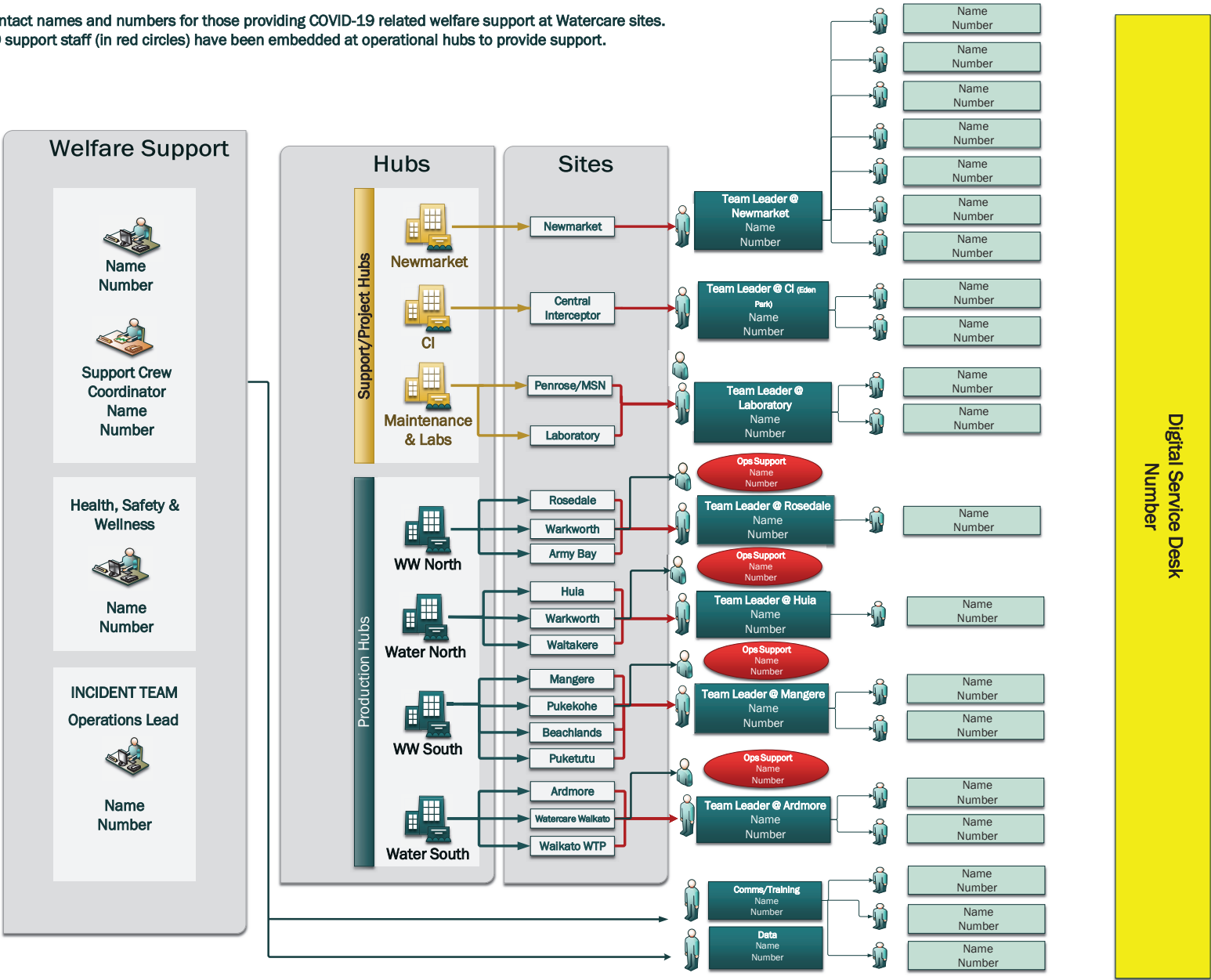
Keep your contact tracing register secure and confidential. Only share your register with the Ministry of Health or District Health Boards. Destroy each register 2 months after its record date.

New Zealand Government

Unite  
against  
COVID-19

# COVID-19 Welfare Support Plan

This plan provides contact names and numbers for those providing COVID-19 related welfare support at Watercare sites. In addition, COVID-19 support staff (in red circles) have been embedded at operational hubs to provide support.



## Watercare protocol for shelter-in-place for operational sites

- ❑ The protocol will allow a limited number of staff members to self-isolate in the workplace to ensure critical functions are not interrupted. This is after the staff members concerned have been in close contact with a confirmed COVID-19 case.

### Scope

- ❑ The protocol only applies under the following conditions:
  - A staff member has had close contact with a confirmed COVID-19 case
  - A critical function will cease if the staff member does not come to work

### Time period

As prescribed by MoH for close-contacts of a confirmed COVID-19 case.

### Responsible Parties

- ❑ Immediate line manager along with the relevant Tier 2 and 3 Managers.
- ❑ The critical staff member(s)

### Protocol

Step 1: Brief the affected staff member(s) on the Ministry of Health Guidance “*Use of shared spaces if you live with others*” (See Appendix 1).

Step 2: Define boundaries of the self-isolation work area along with a mechanism of preventing other staff from entering the environment.

Step 3: Establish a separate bathroom and toilet facility if possible. This may require hiring of portable toilet facilities.

Step 4: Create a separated kitchen facility and arrange for the provision of food to the isolated staff member(s)

Step 5: Establish a sleeping environment for the staff member.

Step 6: Establish a laundry facility or service for the staff member.

Step 7: Establish a mechanism for the staff member to clean their work and living environment.

Step 8: Establish mechanisms for the staff member to access entertainment and communicate with their families.

Step 9: Ensure the staff member has direct contact with someone one welfare team who can track their health status.

Step 10: If the staff member becomes ill, follow the Watercare protocol for removing sick people from the work environment.



March 2020

# Fact sheet

# COVID-19

As the COVID-19 situation evolves, you may have questions on how it will impact your water supply and wastewater services. We would like to assure you that you will continue to receive safe drinking water and effective wastewater services. Please read the questions and answers below for further information.

## Can I catch COVID-19 from drinking water?

There is no evidence that you can catch COVID-19 by drinking treated tap water.

Information on how we treat the water is available on our website: [www.watercare.co.nz](http://www.watercare.co.nz).

## Should I buy bottled water?

There is no need to buy bottled water for drinking purposes. Tap water is safe to drink and will continue to be supplied to your home.

## How are we protecting the water supply?

We have stringent hygiene measures in place at our water treatment plants. In addition, there is almost no human contact in the process of treating water for drinking. Existing water treatment and disinfection processes, including use of chlorine, are effective in removing viruses from water supplies.

We are in contact with government agencies to monitor and understand the health impact of COVID-19 as it develops.

## What if your workers are quarantined at home, will water still be supplied?

Water is an essential service and we are well prepared to manage our response to COVID-19.

We have existing emergency response plans and are continuing to update them in response to the most current available information. Our water treatment plants are secure, have back up power and require few staff to operate them.

## Can COVID-19 be transmitted by the wastewater network?

As with other viruses, COVID-19 can be present in the faeces (poo) of infected people.

We continue to manage and treat wastewater properly and carefully to protect public health and the environment. Best practices for protecting the occupational health of workers at wastewater treatment plants continue to be maintained.

## What happens if there's a wastewater overflow on my property?

Whenever there is a wastewater overflow on public or private property, our maintenance crews respond quickly. Their focus is on:

- Containing the overflow
- Repairing the pipe or clearing the blockage
- Cleaning up the affected area
- Spraying the affected area with disinfectant.

We have not changed the way we respond to overflows in response to COVID-19 as our standard practises are effective in managing the risks presented by viruses in wastewater and protecting public health.



### Video message from the CEO to Watercare staff

This video message was shared by Raveen Jaduram, CEO of Watercare with the staff on Covid-10 in March 2020.

[Click on this link to view the full video on YouTube](#)



### **Video on tips to keep safe for Watercare staff**

This video message was created to highlight and provide tips for keeping safe in light of Covid-19. This was shared with Watercare staff in March 2020.

[Click on this link to view the full video on YouTube](#)

## Covid-19 Emergency Lifeline

### Critical Response Personnel

[www.watercare.co.nz](http://www.watercare.co.nz)

**Watercare**   
An Auckland Council Organisation

## Covid-19 Emergency Lifeline

### Critical Response Personnel

[www.watercare.co.nz](http://www.watercare.co.nz)

**Watercare**   
An Auckland Council Organisation

## Covid-19 Emergency Lifeline

### Critical Response Personnel

[www.watercare.co.nz](http://www.watercare.co.nz)

**Watercare**   
An Auckland Council Organisation

## Covid-19 Emergency Lifeline

### Critical Response Personnel

[www.watercare.co.nz](http://www.watercare.co.nz)

**Watercare**   
An Auckland Council Organisation

## Covid-19 Emergency Lifeline

### Critical Response Personnel

[www.watercare.co.nz](http://www.watercare.co.nz)

**Watercare**   
An Auckland Council Organisation

## Covid-19 Emergency Lifeline

### Critical Response Personnel

[www.watercare.co.nz](http://www.watercare.co.nz)

**Watercare**   
An Auckland Council Organisation

## Covid-19 Emergency Lifeline

### Critical Response Personnel

[www.watercare.co.nz](http://www.watercare.co.nz)

**Watercare**   
An Auckland Council Organisation

## Covid-19 Emergency Lifeline

### Critical Response Personnel

[www.watercare.co.nz](http://www.watercare.co.nz)

**Watercare**   
An Auckland Council Organisation

# Critical Response Personnel Cards

## Purpose

- Critical response personnel will require a form of identification if challenged by police, in the case of a restricted-travel period or area due to the Covid-19 pandemic
- A card will be issued to critical staff, that they must present to the authorities, in order to communicate their legitimate reasons to travel

## Card Manager

- Thea Holmes
  - Manages the issuing of cards to Distributing Managers
  - Will record responses and update the card *Tracking Sheet*

## Distributing Managers

- A stack of cards in numerical order will be issued to distributors
- These cards are to be issued to Watercare-employed critical response personnel only
  - Contractors are not to be issued cards, they will be sent a letter instead
- Managers need to list the following information in the *Critical Response Personnel Card Issue Form*
  - Name of the manager who is issuing the cards
  - The type of card
    - Personnel or Vehicle
  - Number of the card issued
  - Name of person issued to
- Once the forms are complete, they need to be sent to the *Card Manager* for tracking

## Cardholders responsibility

- Ensure that you have your issued card on person while traveling for official Watercare business
- If given an A4 placard, please ensure its properly visible on your vehicle dashboard when on official Watercare business
- Ensure that you use the card only while on official Watercare business
- Ensure that you have a valid ID such as Watercare ID, employee ID or drivers licence when you have the card and placard on display

**General guidelines – Stage 4 (First cases are confirmed in New Zealand)***Note: High-level view of Watercare guidelines*

Objectives	
Maintain safe working environment for our staff and customers	Where Operationally effective, stay at home where possible Ensure physical distancing is maintained Maintain Covid-19 protocols Use online meeting tools such as teams Manage workspaces where teams are returning to offices Limit movement between floors in Newmarket and between teams Avoid creating close contacts in the workplace Follow MoH Guidelines on how to manage Covid-19 cases Anyone showing Covid-19 symptoms or with colds, sore throats, runny nose to stay at home and follow self-isolation protocols Maintain hygiene standards Install signage, maintain hand sanitiser. Ensure appropriate PPE is used, regular cleaning of high touch surfaces
Manage visitors and deliveries in a contactless manner	Newmarket Office closed to the public – urgent meetings arranged by appointment only and undertaken online or in designated area Keep production sites in “Island mode”
Maintain and Manage Contact tracing on all our sites	Registers such as swipe access, site dairies, JSA’s to be maintained to enhance contract tracing
Manage and Audit Contractors and Suppliers working on our sites	Undertake Audits of Covid-19 protocols and maintain records. Update Covid-19 plans when activities or tasks change significantly construction sites
Maintain Safety of our Staff	Vulnerable or at-risk staff to return to sites only with approval of individuals GP or health professional. Co-Ordinate activities with business Unit manager – refer to protocols managing vulnerable workers

**Stage 4 guidelines**

Business Area	Team	Stage 4 – Up to 4 weeks	Stage 4 – Over 4 weeks	Notes
Customer	Commercial Customers	Divide team into A and B teams. Team A is in the office Team B remain working at home Manager working in the office, to manage group comms to customers during drought and manage ongoing workload of the team		<ul style="list-style-type: none"> <li>• Retain Team A/B rotations as applicable</li> <li>• Maintain physical distancing principles</li> <li>• Plan phased return of approved staff (Incident team and Chiefs), with Facilities (office layout) and Digital (equipment) as required</li> <li>• Visitor, Deliveries, Couriers – <b>no</b> change</li> <li>• Labs – no change in use of satellite Labs</li> <li>• All staff to use their <b>own</b> swipe access card when accessing sites to aid contact tracing</li> </ul>
	Customer Care	Faults team work from home		
	Customer Experience	Work from home		
	Customer Insights	Work from home. Limited staff return to support retail operations		
	MSN	Management – work from office Finance and Job Coordination – Work from home except as requested by management Field Crews – Field crews water – Penrose, Wastewater Mangere		
	Lab	Rosters as advised Retain Onehunga Lab Air Quality staged return as advised Finance, sales return to office Management work from home	Close Onehunga Lab in June	
	Retail Operations	Receipting return to office, rest of team on rotation in office in teams as advised Approx. 40 staff		
Operations	Production sites	Reinstate operators and maintainers into one team. Managers/office staff to retain A/B roster. Retain volunteers from other areas of business	Phase out reserve bench and Management team (shelter in place). Phase out volunteer support	<ul style="list-style-type: none"> <li>• Retain separation practices around ‘operations bubbles’ and minimise movement between these.</li> </ul>

Business Area	Team	Stage 4 – Up to 4 weeks	Stage 4 – Over 4 weeks	Notes
			Return volunteers to BAU activities.	<ul style="list-style-type: none"> <li>Maintenance staff to remain working in designated areas only (as they are now), so regional based teams to stay in place where already in place. A plan to manage annual leave must be developed to manage this in the longer term.</li> <li>Reduce 3rd party contracted cleaning frequency at facilities back to normal 'hygiene management levels' where cleaning was increased. Focus on the high touch areas and maintain separation of cleaners by bubble. Where Operations self-cleaning is practiced, this is to be continued.</li> <li>Continue managing Contractors under relevant protocols</li> <li>Operations Liaison (across each of the 4 production areas) to remain in place (although the person allocated to this role may need to change)</li> </ul>
	Operations Excellence	Continue to work remotely. Site visits to undertake investigations where physical distancing, etc can be maintained		
	Water Value	Continue to work remotely/from home. Reinstate trade waste sampling in liaison with Lab. Commence site activities such as midge control.		
	Network Improvements	Work in office to support drought and/or work from home approx.. 3 people in office		
	Asset Efficiency/Service delivery	All urgent works proceed as in other stages: <ul style="list-style-type: none"> <li>Maintenance practices on linear assets (including new oblique/replacement meters, leak detection, water zone management and reinstatement as required)</li> <li>Planned wastewater overflow investigations &amp; pipe cleaning as required</li> <li>Planned maintenance, connections work and development services on the retail network, including planned renewals</li> <li>Pump station maintenance and cleaning where required</li> <li>Maintenance of valves, hydrants and equipment</li> <li>Reactive water leaks extended to P6</li> </ul>		
Finance	Commercial	Phased return of team	100% of team return to Office	
	Financial Control	Work from home	Roster of team with 50% in office 50% working from home	



Business Area	Team	Stage 4 – Up to 4 weeks	Stage 4 – Over 4 weeks	Notes
	Internal Audit	Alternate days in office and working from home		
	Property	50% return to office, 50% work from home	80% of team return to office balance working from home	
	Supply Chain	Rostered days in the office/home 3 staff in office		
Digital		Work from home. Support team limited return as instructed approx..4 people		
Infrastructure	Developer Services, Programme First, Servicing and Consent	Work from home		
People	Health & Safety	Work from home with exception of; Resuming Site visits Occ Health Nurses resuming site clinics	Phase out welfare support model	<ul style="list-style-type: none"> <li>Regional site visits resumed observing physical distancing</li> <li>Occ Health clinics resumed following MOH guidelines on clinical practice</li> </ul>
	People & Capability	Work from home	Phase out welfare support model	
	Learning and OD	Work from home	Phase out welfare support model	
	Sustainability	In the office as part of drought incident team		
Communications and Corporate Affairs	Stakeholder Engagement	In the office to manage drought response		
	Communications	In the office to manage drought response		
Office of the Chief Executive	Governance	50% working from home and 50% in the office		
	Cultural advisory	Working from home		

**General guidelines – moving from Stage 5 to other stages***Note: High-level view of Watercare guidelines*

Principles	Stage 5 (Community transmission is confirmed in New Zealand)	Stage 4 (First cases are confirmed in New Zealand) or Stage 6 (Post-peak with New Zealand cases decreasing)
Maintaining critical services	<ul style="list-style-type: none"> <li>• Water and Wastewater only</li> <li>• Maintenance (MSN), P1-P4</li> <li>• No project works</li> <li>• Permitting process - digital only</li> <li>• Isolations and tagging undertaken with appropriate PPE</li> <li>• Limits on confined space works, only for sustaining essential services, appropriate PPE (Covid related) to be worn</li> </ul>	<ul style="list-style-type: none"> <li>• Water and Wastewater</li> <li>• Construction/projects commerce following site/project risk assessment.</li> <li>• Maintenance (MSN), P1-P4</li> <li>• Permitting process - digital only</li> <li>• Isolations and tagging undertaken with appropriate PPE</li> <li>• Limits on confined space works, only for sustaining essential services, appropriate PPE (Covid related) to be worn</li> </ul>
Wellbeing of staff	<ul style="list-style-type: none"> <li>• Maximise staff WFH (wherever possible)</li> <li>• Physical separation plans in place</li> <li>• People tracker and Wellbeing App (WFH)</li> <li>• Inductions – online only</li> <li>• Team toolbox meetings ‘bubbles’ (max size 5)</li> </ul>	<ul style="list-style-type: none"> <li>• Maximise staff WFH (where possible), manage on exception basis as agreed by Chief and Covid Incident Controller</li> <li>• Physical separation plans in place</li> <li>• People tracker and Wellbeing App (WFH)</li> <li>• Inductions – online only</li> <li>• Team toolbox meetings ‘bubbles’ (max size 5)</li> <li>• All staff to use their <b>own</b> swipe access card when accessing sites</li> </ul>
Minimising Risk	<ul style="list-style-type: none"> <li>• Production sites isolated</li> <li>• No contractors or Visitors on sites (exception basis)</li> <li>• No construction/projects</li> <li>• Site security/access (weekend rules apply)</li> <li>• Cleaning all high-touch areas at least daily</li> <li>• Covid-19 Incident team – physical presence with Team A/B in rotation</li> </ul>	<ul style="list-style-type: none"> <li>• Production sites isolated</li> <li>• Construction projects with start-up plan</li> <li>• PPM and PMM can be undertaken</li> <li>• Site security/access (weekend rules apply)</li> <li>• Cleaning all high-touch areas at least daily</li> <li>• Covid-19 Incident team – physical presence with Team A/B in rotation</li> </ul>

## Stage 5 to other stages

Location / Area	Work Type	Stage 5	Stage 4 or Stage 6	Stage 4 or Stage 6 guidance notes
Main office	All office-based roles, Inc. management, billing, receipting, admin, trade waste, etc	<ul style="list-style-type: none"> <li>Maximise staff Work from Home (where possible)</li> </ul>	<ul style="list-style-type: none"> <li>Maximise staff Work from Home (where possible), manage on exception basis as agreed with Chief (with appropriate controls)</li> </ul>	<ul style="list-style-type: none"> <li>Retain Team A/B rotations as applicable</li> <li>Maintain physical distancing principles</li> <li>Plan phased return of approved staff (Incident team and Chiefs), with Facilities (office layout) and Digital (equipment) as required</li> <li>Visitor, Deliveries, Couriers – <b>no</b> change</li> <li>Labs – no change in use of satellite labs</li> <li>All staff to use their <b>own</b> swipe access card when accessing sites to aid contact tracing</li> </ul>
Watercare <b>Lab</b>	All site-based roles in dedicated facilities	<ul style="list-style-type: none"> <li>Maximise staff Work from Home (where possible) and dedicated resource split between Mangere and Onehunga labs.</li> <li>Minimum sampling requirements from Production sites</li> </ul>	<ul style="list-style-type: none"> <li>Maximise staff Work from Home (where possible) and dedicated resource split between Mangere and Onehunga labs.</li> <li>Minimum sampling requirements from Production sites, and review resourcing with respect to additional sampling, case by case basis including trade waste.</li> </ul>	
Watercare <b>Production</b> sites	Water and Waste (site operations) <ul style="list-style-type: none"> <li>WSL staff</li> </ul>	<ul style="list-style-type: none"> <li>Maximise staff Work from Home, and/or Team A/B splits as required</li> <li>Site separation</li> <li>Sampling (Cat 1)</li> </ul>	<ul style="list-style-type: none"> <li>Maximise staff Work from Home (where possible) and/or Team A/B splits as required, manage on exception basis as agreed with Chief (with appropriate controls)</li> <li>Site separation</li> <li>Sampling (Cat 1 for lab only)</li> </ul> <p><u>Reinstate:</u></p> <ul style="list-style-type: none"> <li>PPM (planned preventative maintenance), minimal/routine</li> <li>PMM (planned major maintenance), where possible &amp; based on activity specific risk assessments</li> <li>Ground maintenance</li> </ul>	<p><u>Contractors and 3rd parties</u></p> <ul style="list-style-type: none"> <li>Required to conform to standards and protocols, refer to <a href="https://www.chasnz.org">chasnz.org</a> (vertical and horizontal construction). All processes are to be aligned with the requirements published by Government entities such as the Ministry of Business, Innovation and Employment (<a href="https://www.mbie.govt.nz">https://www.mbie.govt.nz</a>)</li> <li>Plans/responses will be required prior to starting onsite</li> <li>To also observe Watercare covid-19 policies (<a href="#">Watercare covid-19</a>)</li> <li>Additional information/guidance (including; infrastructure, non-construction re-engagement of suppliers/3rd parties and forms <a href="#">People Leaders Pack</a>)</li> </ul> <p><u>Visitors, deliveries</u></p> <ul style="list-style-type: none"> <li>Must adhere to <a href="#">Visitor protocols</a> (e.g. planned meetings/submitted health form)</li> <li>Drivers should remain in their vehicles if possible and must wash/clean their hands before unloading goods/materials.</li> </ul> <p><u>Shared use/facilities</u></p> <ul style="list-style-type: none"> <li>Create separation where possible</li> <li>Where cleaning is <b>not</b> possible, remove item from site</li> </ul>
Watercare sites / <b>Production</b> sites	Contractors, 3 <sup>rd</sup> parties (e.g. Auckland Sandblasters, JR Nicholson, meter readers)	No activity on site	<p><u>Reinstate:</u></p> <ul style="list-style-type: none"> <li>Minor maintenance (PPM/PMM) as required</li> <li>Projects can start after risk assessments complete and mitigations in place</li> </ul>	
Watercare <b>Production</b> sites	Construction/projects	No activity on site Design activity continues (remotely)	<p><u>Projects to start, subject to:</u></p> <ul style="list-style-type: none"> <li>Review of Contractor (Covid) plans for project start up, reviewed and accepted.</li> <li>Review of construction work with Operations, e.g. impact on staff, site demarcations, dedicated/shared facilities.</li> </ul>	

Location / Area	Work Type	Stage 5	Stage 4 or Stage 6	Stage 4 or Stage 6 guidance notes
			<p>Prioritise construction works over works with interface with existing plant (e.g. tie-ins), case by case basis.</p> <p>Design activity continues (remotely as far as practicable)</p>	<ul style="list-style-type: none"> <li>Observe physical distancing at all times and avoid physical contact</li> <li>Hygiene practices to be maintained at all times</li> <li>Break times staggered to reduce contact points</li> <li>Everyone encouraged to tidy up after use</li> <li>All areas used for eating to be thoroughly cleaned at the end of each break and shift, including chairs and door handles</li> </ul>
Watercare Production sites	Commissioning	No activity on site	<p><u>Commence</u>. Those activities that require tie ins or significant input from site operations team to be considered on a case by case basis. Proceed or not, determined by Production Manager with consideration of;</p> <ul style="list-style-type: none"> <li>Impact on BAU operations at these stages resourcing levels</li> <li>Operational risks</li> <li>Degree of interaction with operations team</li> <li>Ability to safely stop work at short notice</li> <li>Availability of WSL Operations commissioning team</li> </ul>	<p><u>General</u></p> <ul style="list-style-type: none"> <li>JSA's / permits to be submitted electronically</li> <li>Once onsite, workers should stay onsite for the whole day</li> <li>All workers to wash or clean their hands before entering or leaving the site</li> <li>Based on site size, determine how many people can be onsite at any one time to maintain a distance of two metres</li> <li>Non-essential physical work that requires close contact between workers should not be carried out</li> <li>Essential physical work that requires close contact between workers should only carried out after completion of a risk assessment and use of PPE including surgical masks</li> <li>Single use PPE should be disposed of in a way that it cannot be reused</li> <li>All staff to use their <b>own</b> swipe access card when accessing sites</li> </ul> <p><u>Site Meetings</u></p> <ul style="list-style-type: none"> <li>Only as absolutely necessary</li> <li>Attendees should be two metres apart from each other</li> <li>Consider meetings in open areas where possible.</li> </ul>
Water and Wastewater Networks	Operational maintenance Activities	Limited to urgent works only, e.g. P1-P4 water	<ul style="list-style-type: none"> <li>All urgent works proceed as BAU</li> <li>Maintenance practices on linear assets (including new oblique/replacement meters, leak detection, water zone management and reinstatement as required)</li> <li>Planned wastewater overflow investigations &amp; pipe cleaning as required</li> </ul>	<ul style="list-style-type: none"> <li>Protocols in place to enable contact tracing (including sub-contractors)</li> <li>Works need to be undertaken in a safe and secure manner</li> <li>Maintain at least 1m physical separation within shared work areas and 2m when interacting with the public</li> <li>Use PPE as appropriate and ensure disposal after use as required</li> <li>JSA's / permits to be submitted electronically</li> </ul>

Location / Area	Work Type	Stage 5	Stage 4 or Stage 6	Stage 4 or Stage 6 guidance notes
			<ul style="list-style-type: none"> <li>Planned maintenance, connections work and development services on the retail network, including planned renewals</li> <li>Pump station maintenance and cleaning where required</li> <li>Maintenance of valves, hydrants and equipment</li> <li>Reactive water leaks extended to P6</li> </ul>	<ul style="list-style-type: none"> <li>HSW inductions completed remotely as required</li> </ul>
Public sites	Construction/projects	No project activity on site(s), on exception basis as approved by Chief. Design activity continues (remotely)	Projects to re-start, subject to <ul style="list-style-type: none"> <li>Plans in place to stop/hold at short notice (mitigations)</li> </ul> Design activity continues (remotely as far as practicable)	<ul style="list-style-type: none"> <li>Physical separation plans in place between contractors (as required)</li> <li>Evidence of contractors' contact tracing protocols</li> <li>JSA's / permits to be submitted electronically</li> <li>Site Meetings if absolutely necessary, consider meetings in open areas where possible.</li> <li>Ability for contactless handover</li> <li>Supply chains in place (e.g. traffic management)</li> <li>Additional information/guidance (including; infrastructure, non-construction reengagement of suppliers/3<sup>rd</sup> parties and forms <a href="#">People Leaders Pack</a>)</li> </ul>
Public sites	Developer Services	No activity	<ul style="list-style-type: none"> <li>Compliance and inspections - subdivision connection works</li> <li>New water and meter connections</li> </ul>	<ul style="list-style-type: none"> <li>Subject to housing construction works commencing</li> <li>Subject to wastewater being connected and drainlayers etc. services also restored</li> <li>All processes are to be aligned with the requirements published by Government entities such as the Ministry of Business, Innovation and Employment (<a href="https://www.mbie.govt.nz">https://www.mbie.govt.nz</a>)</li> <li>Developers will be required to conform to standards, refer to <a href="https://www.chasnz.org">chasnz.org</a> (vertical and horizontal construction)</li> </ul>
Customer	Meter Reading	No activity	<ul style="list-style-type: none"> <li>Reading cycles start again</li> </ul>	<ul style="list-style-type: none"> <li>Physical distancing applies (minimise public contact)</li> <li>Use appropriate PPE</li> <li>All processes are to be aligned with the requirements published by Government entities such as the Ministry of Business, Innovation and Employment</li> <li>Additional information/guidance refer to <a href="#">People Leaders Pack</a></li> </ul>

## 1. Introduction

The purpose of this guideline is to provide direction for Watercare infrastructure employees working under stage 6. This is roughly equivalent to NZ government Alert Level 3 during the Covid-19 period.

The aim of this guideline is to highlight the measures workers must take, to minimise the potential for exposure to Covid-19 and to ensure the safety and wellbeing of all staff.

### 1.1 References

These guidelines reference:

- [COVID-19 Standard for New Zealand Construction Operations released by the Construction Sector Accord](#)
- New Zealand Government guidelines, including those from the Ministry of Health, as found on the [COVID-19 website](#)

## 2. Covid-19 Alert and Restrictions

Currently, Watercare is operating at Stage 5 (NZ Government's Covid-19 Alert Level 4).

This document provides guidance on the way we will work at Stage 6 (NZ Government's Covid-19 Alert Level 3). Many practices adopted for Stage 5 still apply under Stage 6.

The procedure will be reviewed and update by the HSW Team to ensure that any changes in restrictions are reflected in the procedure.

## 3. Business Resilience (stage 6)

To ensure business continuity, we will ensure isolation between our teams. Therefore, as far as is reasonably practicable we will restrict movement between sites and limit physical interaction within sites by creating separated work zones.

Refer to the attached Limited [Access Plan](#) (Appendix A)

Most employees will continue to work from home. However, stage 6 means some infrastructure projects works will start like construction on site, so there will be additional staff working in the field and visiting project sites.

For these workers, physical distancing will be achieved by applying a roster or a split team strategy, having staff working with contactless handover. Staff are still to work from home, using electronic means to conduct site meetings, and keeping site visits to a minimum balanced with the wider requirement to show leadership, financial responsibility and to support the contractors in their start up efforts.

Refer to the attached [Physical Distancing Plan](#) (Appendix B)

## 4. Working from Newmarket and Site Office

Only staff that are not able to work from home will be permitted to work from the Newmarket offices.

Refer to the attached [Newmarket Restricted Access Plan](#) (Appendix C)

### 4.1 Project and contract management

Our objective is to minimise the hours spent at site to reduce exposure while demonstrating appropriate and necessary oversight.

Site visits will be limited to monitoring of critical activities for conformance with Covid-19 plans, to establish Watercare's position regarding lost productivity claims, quality, safety and environmental assurance purposes.

Allocation of sites – Infrastructure team. Each person to have primary site and act as support / secondary to an additional site

The number of WSL staff shall not exceed more than two at any given time on a project construction site, unless physical distancing protocols can be applied.

Refer to the attached [Guide to Visiting Other Sites](#) (Appendix D)

## 5. Vulnerable Workers

Some workers may be more at risk to Covid-19 than the general population. This may be because they have a pre-existing medical condition such as:

- Serious heart disease
- Respiratory disease
- Being immune-compromised
- Kidney or liver disease or diabetes

These workers are required to consult their doctor for advice regarding working safely. Their manager will work with individuals to establish a safe way for them to work.

Workers who are over 70 years of age are encouraged to work from home.

Health experts do not yet know if pregnant women are impacted by Covid-19 in the same way as other people. As a precautionary measure, pregnant workers are encouraged to work from home.

Some staff both in and outside of these higher risk categories may genuinely be concerned or unable to work on site at this time (such as caregivers of parents or children, or due to general overall concern of Covid-19). In such instances, the worker is to discuss their concerns with their manager to determine the best way of working.

**Note: Watercare will maintain this information under strict confidentiality. We are collecting this information to reduce the risk of spreading the Covid-19 virus and protect our workers.**

## 6. Meetings

At stage 6 (equivalent to Alert Level 3), we will continue to observe the protocols followed in Stage 5 (equivalent to Alert Level 4) with respect to meetings.

Essential meeting shall be held via an online meeting platform such as Zoom or MS teams. This includes internal meetings, and meeting with contractors or with any external parties.

### 6.1 Attending contractor pre-start and site meetings

At stage 6, WSL staff will not attend contractor pre-start meetings. The contractor is to send the content of daily pre-starts via email to project staff at the project site, and after reviewing the prestart, staff will acknowledge by email.

Any relevant operational site information and updates are to be provided to the contractor via e-mail or through a virtual meeting.

## 7. Visiting Project Sites and Site Offices

### 7.1 Routine inspections and audits

- An inspection and audit regime for stage 6 is to be established by the Infrastructure Leadership Team.
- At any given time, not more than two Watercare staff should be present on any project construction site. This is based on the consideration around minimising exposure during stage 6.
- When interacting with contractor staff, person to person interaction should be held outside the offices in open areas ensure physical distancing is maintained (2m or more). Refer Physical Distancing Plan Appendix B.
- Undertake site inspections during quieter times if feasible (e.g. early mornings or during scheduled breaks) to reduce interaction with other workers and maintain physical distancing.
- Where close contact or contact with individuals is unavoidable, but critical, the tasks/inspection must be risk assessed with the support of a HSW Manager. If risks cannot be mitigated, the work shall not continue

At all times, Watercare staff must act in accordance with the contractor's visitor protocols.

### 7.2 Site Welfare and Amenities

The contractor is to provide the worker welfare facilities and services on site. The contractor is to confirm that they have installed appropriate hygiene and staff welfare measures on site, and to submit an outline of measures taken prior re-start of any construction activities during stage 6. This must ensure as a minimum:

- There is an adequate supply of running water along with soap and disposable hand towels in each of the wash facilities
- Sanitation regime of site / offices. Sanitation will be carried out prior occupying site offices and routine cleaning will be conducted by the contractor during and at the end of each shift
- Hand sanitisers are to be kept in offices, toilets and break rooms and staff are to be encouraged to use it frequently
- Extra vigilance is expected regarding cleaning on site
- Physical distancing measures in common areas such as toilets, eating areas and smoking zones etc.



- A plan for preventing using shared kitchen utensils and cutlery
- Availability of additional PPE, changing areas, and waste disposable arrangements.

As part of this, each worksite is to be inspected in the first week of work commencing to verify that the minimum required welfare facilities are in place.

### 7.3 Physical distancing and hygiene practices

Staff shall observe following hygiene practices during site visits and while working from site offices;

- Maintain 2m distance from others
- Avoid touching potentially contaminated surfaces
- Wash hands often and use hand sanitiser to ensure hands remain clean where soap and water are not available

Refer to the attached [Watercare Hygiene Plan](#) (Appendix E)

See the video below regarding physical distancing in Watercare:

[Physical Distancing Video](#)

### 7.4 Hard-copy documents

Electronic documents are to be used whenever possible and should be requested from contractors and designers over hard-copy transmittals.

Staff are to be vigilant not to touch potentially contaminated surfaces e.g. documents, hard copy drawings.

### 7.5 Vehicle Use

Watercare pool vehicles are to be assigned to a single user and will not be shared among staff due to the risk of spreading Covid-19.

Staff using their personal car for work can reimburse mileage following the standard Watercare policy.

### 7.6 PPE

Staff are to use PPE on site as directed by the site contractor.

Staff are to source additional PPE to that which they have already either from the site via pre-arrangement or from Watercare Stores.

Staff are to carry plastic bags to carry or dispose of PPE following site visits. PPE is to be fitted, maintained, cleaned and disposed of appropriately. Training modules are available on Immerse:

- Working with Wastewater 1, 2 & 3

### 7.7 Register

Watercare staff are to keep a log / diary of sites visited with date and time of visits. This is particularly important if you are involved in multiple sites or projects.

## 8. Vigilance and incident notification

With a new working environment, it is easy to make mistakes. Everyone must remain vigilant and look out for each other. Watch out for team members; it's normal to feel down, low, or anxious at this time and many will be distracted and may overlook other project safety risks. Ensure we look out for one another and stay safe.

Ensure prompt notification of any confirmed or potential case of Covid-19 within Watercare or our contractors so we can ensure that the correct measures are taken in line with Ministry of Health requirements. All cases must be verbally reported immediately to the manager.

No one on site should be at work if they are unwell or displaying any of the symptoms of Covid-19 (coughing, fever, fatigue, shortness of breath). If a worker begins to have symptoms, they should isolate immediately and notify their manager.

Refer to the [Information for Managers link](#) on the Covid-19 Intranet folder for guidance on what to do if a worker shows Covid-19 symptoms:

This [video](#) shows what to do if a worker shows symptoms of Covid-19 at work:

Contractors are to notify Watercare of any confirmed or potential cases as per the incident notification process.

## 9. Review and Change Management

The plan will be updated in the following conditions;

- Changes to Covid-19 Alert Level 3 requirements or restrictions advised by the NZ Government
- Changes to levels of activity on site
- Inability to maintain or support the health, safety or secure of employees for any other reason

If anything else occurs which changes the risk or mitigation plan, the Infrastructure Construction Manager or the Head of HSW is to be notified.

## 10. Appendices

1. Appendix A - [Access Plan](#)
2. Appendix B - [Physical Distancing Plan](#)
3. Appendix C - [Newmarket Restricted Access Plan](#)
4. Appendix D - [Guide to Visiting Other Sites](#)
5. Appendix E - [Watercare Hygiene Plan](#)

## 1. Introduction

The purpose of this guideline is to provide direction for Watercare employees working under Stage 6 (roughly equivalent to NZ Government COVID-19 Alert Level 3), where Watercare is engaging a contractor outside of those lead by the Infrastructure Team.

The aim of this guideline is to highlight the measures workers must take, to minimise the potential for exposure to COVID-19 and to ensure the safety and wellbeing of all staff.

### 1.1 References

These guidelines reference:

- [COVID-19 Standard for New Zealand Construction Operations released by the Construction Sector Accord](#)
- New Zealand Government guidelines, including those from the, as found on the [Ministry of Health website](#)

## 2. COVID-19 Alert and Restrictions

Currently, Watercare is operating at Stage 5 (NZ Government COVID-19 Alert Level 4). With the exception of those directly involved in construction management staffing levels, rosters, etc, are the same as they are under Stage 5.

## 3. Vulnerable Workers

Some workers may be more at risk to COVID-19 than the general population. This may be because they have a pre-existing medical condition such as:

- Serious heart disease
- Respiratory disease
- Being immune-compromised
- Kidney or liver disease or diabetes

These workers are required to consult their doctor for advice regarding working safely. Their manager will work with individuals to establish a safe way for them to work.

Workers who are over 70 years of age are encouraged to work from home.

Health experts do not yet know if pregnant women are impacted by COVID-19 in the same way as other people. As a precautionary measure, pregnant workers are encouraged to work from home.

Some staff both in and outside of these higher risk categories may genuinely be concerned or unable to work on site at this time (such as care givers of parents or children, or due to general overall concern of COVID-19). In such instances, the worker is to discuss their concerns with their manager to determine the best way of working.

**Note: Watercare will maintain this information under strict confidentiality. We are collecting this information to reduce the risk of spreading the COVID-19 virus and protect our workers.**

## 4. Meetings

At Stage 6, we will continue observe the protocols followed in Stage 5 with respect to meetings.

Essential meetings shall be held via an online meeting platform such as Zoom or MS teams. This includes internal meetings, and meeting with contractors or with any external parties.

### 4.1 Attending contractor pre-start and site meetings

At Level 3, WSL staff will not attend contractor pre-start meetings. The contractor is to send the content of daily pre-starts via e-mail to operational staff at the project site, and after reviewing the prestart, operational staff will acknowledge by email.

Any relevant operational site information and updates are to be provided to the contractor via e-mail or through a virtual meeting.

## 5. Visiting Project Sites and Site Offices

### 5.1 Routine inspections

At any given time, not more than two Watercare staff should be presented within a contractors designated area on any construction site. This is based on the consideration around minimising exposure during Stage 6.

When interacting with contractor staff, person to person interaction should be held outside the offices in open areas ensure physical distancing is maintained (2m or more). Refer Physical Distancing Plan Appendix B

Undertake site inspections during quieter times (e.g. early mornings or during scheduled breaks) to reduce interaction with other workers and maintain physical distancing.

Where close contact or contact with individuals is unavoidable, but critical, the tasks/inspection must be risk assessed with the support of a HSW Manager. If risks cannot be mitigated, the work shall not continue

At all times, Watercare staff must act in accordance with the contractor's visitor protocols.

### 5.2 Site Welfare and Amenities

The contractor is to confirm that they have installed appropriate hygiene and staff welfare measures on site, and to submit an outline of measures taken prior re-start of any construction activities during Stage 6. These measures must comply with the New Zealand COVID-19 Construction Protocols" and the latest update can be found at: <https://www.chasnz.org/covid19> (vertical and horizontal construction). These protocols have been finalised and endorsed by Government agencies and client groups including Watercare Services.

Due to Watercare's role as an essential provider/lifeline utility for the provisioning of water and wastewater services, there are additional requirements to protect Watercare's operations and these are outlined below:

- Contactless handover of permits and documentation
- Planning of tie-ins and commissioning activities with sufficient lead times
- Restrict movement between sites and limit physical interaction within sites, especially between operations, maintenance and construction activities
- A COVID-19 site risk assessment

Staff shall observe following hygiene practices during site visits and while working from site offices;

- Maintain 2m distance from others
- Avoid touching potentially contaminated surfaces
- Wash hands often and use hand sanitiser to ensure hands remain clean where soap and water are not available

Refer to the attached [Watercare Hygiene Plan](#) (Appendix E)

Watch the [video](#) regarding physical distancing in Watercare.

### 5.3 Hard-copy documents

Electronic documents are to be used whenever possible and should be requested from contractors and designers over hard-copy transmittals.

Staff are to be vigilant not to touch potentially contaminated surfaces e.g. documents, hard copy drawings.

### 5.4 Vehicle Use

Watercare pool vehicles are to be assigned to a single user and will not be shared among staff due to the risk of spreading COVID-19.

Staff using their personal car for work can reimburse mileage following the standard Watercare policy.

### 5.5 PPE

Staff are to use PPE on site as directed by the site contractor.

Staff are to source additional PPE to that which they have already either from the site via pre-arrangement or from Watercare Stores.

Staff are to carry plastic bags to carry or dispose of PPE following site visits. PPE is to be fitted, maintained, cleaned and disposed of appropriately. Training modules are available on Immerse:

- Working with Wastewater 1, 2 & 3

## 6. Vigilance and incident notification

With a new working environment, it is easy to make mistakes. Everyone must remain vigilant and look out for each other. Watch out for team members; it's normal to feel down, low, or anxious at this time and many will be distracted and may overlook other project safety risks. Ensure we look out for one another and stay safe.

Ensure prompt notification of any confirmed or potential case of COVID-19 within Watercare or our contractors so we can ensure that the correct measures are taken in line with Ministry of Health requirements. All cases must be verbally reported immediately to the manager.

No one on site should be at work if they are unwell or displaying any of the symptoms of COVID-19 (coughing, fever, fatigue, shortness of breath). If a worker begins to have symptoms, they should isolate immediately and notify their manager.

Refer to the [Information for Managers link](#) on the COVID-19 Intranet folder for guidance on what to do if a worker shows COVID-19 symptoms:

This [video](#) shows what to do if a worker shows symptoms of COVID-19 at work:

Contractors are to notify Watercare of any confirmed or potential cases as per the incident notification process.

## **7. Review and Change Management**

The plan will be updated in the following conditions;

- Changes to Covid-19 Alert Level 3 requirements or restrictions advised by the NZ Government
- Changes to levels of activity on site
- Inability to maintain or support the health, safety or secure of employees for any other reason

If anything else occurs which changes the risk or mitigation plan, the Infrastructure Construction Manager or the Head of HSW is to be notified.

## 1. Introduction

The purpose of this guideline is to provide direction for Watercare employees working under Stage 6, where Watercare is engaging a contractor outside of those lead by the Infrastructure Team. Stage 6 is roughly equivalent to NZ government Alert Level 3 during the Covid-19 period. The aim is to highlight the measures workers must take to minimise the potential for exposure to Covid-19 and to ensure the safety and wellbeing of all staff.

### 1.1 References

These guidelines reference:

- [COVID-19 Standard for New Zealand Construction Operations released by the Construction Sector Accord](#)
- New Zealand Government guidelines, including those from the, as found on the [Ministry of Health website](#)

## 2. Covid-19 Alert and Restrictions

Currently, Watercare is operating at Stage 5 (NZ Government's Covid-19 Alert Level 4). With the exception of those directly involved in construction management staffing levels, rosters, etc, are the same as they are under Stage 5.

## 3. Vulnerable Workers

Some workers may be more at risk to Covid-19 than the general population. This may be because they have a pre-existing medical condition such as:

- Serious heart disease
- Respiratory disease
- Being immune-compromised
- Kidney or liver disease or diabetes

These workers are required to consult their doctor for advice regarding working safely. Their manager will work with individuals to establish a safe way for them to work.

Workers who are over 70 years of age are encouraged to work from home.

Health experts do not yet know if pregnant women are impacted by Covid-19 in the same way as other people. As a precautionary measure, pregnant workers are encouraged to work from home.

Some staff both in and outside of these higher risk categories may genuinely be concerned or unable to work on site at this time (such as care givers of parents or children, or due to general overall concern of Covid-19). In such instances, the worker is to discuss their concerns with their manager to determine the best way of working.

**Note: Watercare will maintain this information under strict confidentiality. We are collecting this information to reduce the risk of spreading the Covid-19 virus and protect our workers.**

## 4. Meetings

At Stage 6, we will continue observe the protocols followed in Stage 5 with respect to meetings.

Essential meetings shall be held via an online meeting platform such as Zoom or MS teams. This includes internal meetings, and meeting with contractors or with any external parties.

### 4.1 Attending contractor pre-start and site meetings

At Stage 6, WSL staff will not attend contractor pre-start meetings. The contractor is to send the content of daily pre-starts via e-mail to operational staff at the project site, and after reviewing the prestart, operational staff will acknowledge by email.

Any relevant operational site information and updates are to be provided to the contractor via e-mail or through a virtual meeting.

## 5. Visiting Project Sites and Site Offices

### 5.1 Routine inspections

At any given time, not more than two Watercare staff should be presented within a contractors designated area on any construction site. This is based on the consideration around minimising exposure during stage 6.

When interacting with contractor staff, person to person interaction should be held outside the offices in open areas ensure physical distancing is maintained (2m or more). Refer Physical Distancing Plan Appendix B

Undertake site inspections during quieter times (e.g. early mornings or during scheduled breaks) to reduce interaction with other workers and maintain physical distancing.

Where close contact or contact with individuals is unavoidable, but critical, the tasks/inspection must be risk assessed with the support of a HSW Manager. If risks cannot be mitigated, the work shall not continue

At all times, Watercare staff must act in accordance with the contractor's visitor protocols.

### 5.2 Site Welfare and Amenities

The contractor is to confirm that they have installed appropriate hygiene and staff welfare measures on site, and to submit an outline of measures taken prior re-start of any construction activities during stage 6. These measures must comply with the New Zealand COVID-19 Construction Protocols" and the latest update can be found at: <https://www.chasnz.org/covid19> (vertical and horizontal construction). These protocols have been finalised and endorsed by Government agencies and client groups including Watercare Services.

Due to Watercare's role as an essential provider/lifeline utility for the provisioning of water and wastewater services, there are additional requirements to protect Watercare's operations and these are outlined below:

- Contactless handover of permits and documentation
- Planning of tie-ins and commissioning activities with sufficient lead times
- Restrict movement between sites and limit physical interaction within sites, especially between operations, maintenance and construction activities
- A Covid-19 site risk assessment



Staff shall observe following hygiene practices during site visits and while working from site offices;

- Maintain 2m distance from others
- Avoid touching potentially contaminated surfaces
- Wash hands often and use hand sanitiser to ensure hands remain clean where soap and water are not available

Refer to the attached [Watercare Hygiene Plan](#) (Appendix E)

Watch the [video](#) regarding physical distancing in Watercare.

### 5.3 Hard-copy documents

Electronic documents are to be used whenever possible and should be requested from contractors and designers over hard-copy transmittals.

Staff are to be vigilant not to touch potentially contaminated surfaces e.g. documents, hard copy drawings.

### 5.4 Vehicle Use

Watercare pool vehicles are to be assigned to a single user and will not be shared among staff due to the risk of spreading Covid-19.

Staff using their personal car for work can reimburse mileage following the standard Watercare policy.

### 5.5 PPE

Staff are to use PPE on site as directed by the site contractor.

Staff are to source additional PPE to that which they have already either from the site via pre-arrangement or from Watercare Stores.

Staff are to carry plastic bags to carry or dispose of PPE following site visits. PPE is to be fitted, maintained, cleaned and disposed of appropriately. Training modules are available on Immerse:

- Working with Wastewater 1, 2 & 3

## 6. Vigilance and incident notification

With a new working environment, it is easy to make mistakes. Everyone must remain vigilant and look out for each other. Watch out for team members; it's normal to feel down, low, or anxious at this time and many will be distracted and may overlook other project safety risks. Ensure we look out for one another and stay safe.

Ensure prompt notification of any confirmed or potential case of Covid-19 within Watercare or our contractors so we can ensure that the correct measures are taken in line with Ministry of Health requirements. All cases must be verbally reported immediately to the manager.

No one on site should be at work if they are unwell or displaying any of the symptoms of Covid-19 (coughing, fever, fatigue, shortness of breath). If a worker begins to have symptoms, they should isolate immediately and notify their manager.

Refer to the [Information for Managers link](#) on the Covid-19 Intranet folder for guidance on what to do if a worker shows COVID-19 symptoms:

This [video](#) shows what to do if a worker shows symptoms of Covid-19 at work:

Contractors are to notify Watercare of any confirmed or potential cases as per the incident notification process.

## 7. Review and Change Management

The plan will be updated in the following conditions;

- Changes to Covid-19 Alert Level 3 requirements or restrictions advised by the NZ Government
- Changes to levels of activity on site
- Inability to maintain or support the health, safety or secure of employees for any other reason

If anything else occurs which changes the risk or mitigation plan, the Infrastructure Construction Manager or the Head of HSW is to be notified.