



AGENDA

MINUTES ATTACHMENTS JOINT SHAREHOLDERS COMMITTEE - CENTRAL DISTRICTS WATER

4.00PM, FRIDAY 27 MARCH 2026

COUNCIL CHAMBER, FIRST FLOOR,
CIVIC ADMINISTRATION BUILDING,
32 THE SQUARE, PALMERSTON NORTH

JOINT SHAREHOLDERS COMMITTEE - CENTRAL DISTRICTS

WATER MEETING

27 March 2026

7 Process for development of Statement of Expectations

1. Process for development of Statement of Expectations

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TO: Shareholders' Committee – Central Districts Water
FROM: Dr Chris Gallavin – Independent Chair
DATE: 27 March 2026
SUBJECT: SOE Discussion Document

Kia ora tātou

Please find attached to this memo an SOE discussion document intended to give the Committee focus on key points for discussion and input. I have personally drafted this as a discussion document with assistance from our legal advisors at Simpson Grierson.

It is important to note that the SOE is entirely the Committee's document. It is for the Committee to decide its content and tone. The SOE will be of paramount importance to the newly formed Board and will form their definitive guide on our expectations as they look to establish a strong, resilient, dependable and successful Company in service of our communities and whanau.

Within the attached document, I have taken the opportunity to draw upon wording used in other published SOE documents (Tiaki Wai Metro Water Limited – greater Wellington, and Iawai – Waikato). I have done this to give examples and to give flavour and options for the key parts of what the Committee might like to include in this, our first SOE. As a committee we are entirely free to take or leave any such examples, to craft our own content and to establish our own tone.

It is important that the SOE adhere to legislative requirements. For this, we take advice from Simpson Grierson. It is also important that it be clear and precise, not encumbering the Company with obligations beyond its initial capacity to fulfill. This is not a political document but a clear guide to ensure success of this most important of enterprises. As such, I encourage all members of the Committee to look for opportunities to draw connections, find common ground, to listen and understand the points and positions of others, and to be solutions focused. It might very well be that all members need to compromise in order to produce a document that stands in the best interests of all.

In the documents before us at today's meeting, included is an outline of the process we will follow to familiarise ourselves with, and workshop, the SOE.

On 8 April 2026 we have an opportunity to work through the document in more detail and I encourage you to discuss with your Councils and Ngā Tapuwāe o Hau representatives the prompts I have provided in the attachment. I am available to speak with each of you and to maximise our opportunities to discuss and workshop the document together.

I do not anticipate that we will have time to discuss the substance of the document today, but look forward to discussion on the decision-making process as we head toward agreement on this important and foundational document.

Chris Gallavin

Ngā mihi nui,
Dr Chris Gallavin
Independent Chair

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STATEMENT OF EXPECTATIONS FOR CENTRAL DISTRICTS WATER 2026

1. This Statement of Expectations (SoE) has been prepared and adopted on behalf of Horowhenua District Council, Palmerston North City Council and Rangitikei District Council (together, the **Shareholding Councils**) and Ngā Tapuwāe o Hau, (the group formed to represent the collective iwi interests across the Service Area) as partners that have formed a joint committee that will have oversight of Central Districts Water Limited (**Central Districts Water**).
2. This SoE has been adopted in order to satisfy the requirement of section 224 of the Local Government (Water Services) Act 2025 (LGWSA). It contains the mandatory content required by the LGWSA as well as other content that has been agreed by the Committee.
3. This SoE sets out a range of expectations, including:
 - **Relationship expectations** – which relate to the nature of the intended relationship between the Committee and Central Districts Water, including regular reporting requirements;
 - **Establishment expectations** – which relate to the establishment of the Company and the effective transfer of responsibility for the provision of water services from the Shareholder Councils to Central Districts Water, along with the relevant staff, assets, liabilities, etc.
 - **Enduring expectations** – which reflect the Committee’s longer-term expectations of Central Districts Water, and the outcomes that it should strive to achieve through its delivery of water services.
4. This SoE relates to the period through to 30 June 2030, with the Committee to prepare and deliver an updated SoE to Central Districts Water ahead of that time, to inform the development of its second Water Services Strategy. The Statement of Expectations will be reviewed at least every [three] years by the Committee. Such reviews will be required to be completed at least [six] months prior to the adoption of the Company’s Water Services Strategy.
5. The Committee may review, amend or replace this SoE at any other point as it sees fit.
6. Any proposed amendment to, or replacement of, the SoE will be brought to the Board of Central Districts Water for consultation prior to adoption.

[Drafting note: paragraphs 4-6 are for discussion amongst the Committee, noting that this first version will inform the first WSS (for 1 July 2027 to 30 June 2030), and that there may be good reason to review and adopt an amended version ahead of 1 July 2030 (which would need to be adopted by 31 December 2029)]

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Commented [CG1]: Committee members might be aided by reference to clause 2 of Tiaki Wai SOE from which I have modelled this possible wording. See [Statement of Expectations.pdf](#)

Commented [CG2]: The term of this SOE is something that the Committee might want to expressly consider. Whilst Tiaki Wai is through to 30 June 2030, Iawai (Waikato) extends to June 3035. See [2025-06-30-IAWAI-Flowing-Waters-Statement-of-Expectations.pdf](#)

Commented [CG3]: This has been suggested by Simpson Grierson - it is permissible in that it sets an outer limit but does not preclude amendments as might be necessary

Context

[Drafting note: some suggested wording setting out the basic context is included below. This draws from the statutory basis of the SoE as well as a document prepared by Ngā Tapuwāe o Hau called "Guiding Pathways for Local Water Governance"]

7. Central Districts Water has been established to deliver safe, reliable, affordable and sustainable water supply, wastewater and stormwater services within the Horowhenua, Rangitikei and Palmerston North districts (together, the **Service Area**). It is to do so in accordance with the objectives in section 17 of the Local Government (Water Services) Act 2025.
8. This SoE sets out the Committee's expectations of Central Districts Water.
9. It is to be used to inform and guide the decisions made and actions taken by Central Districts Water, including how it is to work with the Shareholding Councils, mana whenua partners and other stakeholders, and how it will prepare [and consult] on its Water Services Strategy.
10. Central Districts Water is to consider this SoE and ensure that its planning, decisions and activities give effect to the expectations set by the Committee. The only exception to this is where Central Districts Water obtains approval from the Committee for any departure from this SoE.
11. The Committee is able to benefit from the historical knowledge that Ngā Tapuwāe o Hau has of the wider Service Area, and acknowledges the *kawa* followed by Ngā Tapuwāe o Hau and the obligations that flow from this, including:
 - (a) Water is treated as a living being, not just a resource.
 - (b) Decisions are made through consensus and balance, not competition.
 - (c) Monitoring and restoration are based on mauri, tikanga, and whakapapa.
 - (d) Every action is guided by respect for both the physical and spiritual life of the water.

Commented [CG4]: Refer to comments under clause 26 below

"When kawa is at the centre, it changes how choices are identified and decisions made. It reminds all involved that we belong to the river, and the river belongs to us — ko au te awa, ko te awa ko au".

Strategic outcome for the delivery of water services

12. Central Districts Water is to deliver water services in a way that aligns with existing strategic land use plans and policies, and urban growth strategies, unless otherwise agreed with the Committee. This outcome has been set to ensure that the delivery of water services infrastructure will support the strategic delivery of planned growth by other key stakeholders, and to provide certainty to the community.

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13. Central Districts Water is expected to:

[Drafting note: suggest that this should include a list of high-level strategic goals. Some potential goals have been included below for discussion, which could be elaborated on, or set out under subheadings if they need to be given greater significance]

- (a) deliver working and reliable water services for customers;
- (b) maintain water services for customers and partners to ensure statutory compliance, and meet public health, environment and economic regulatory standards, through a significant focus on the state of the water network, infrastructure and assets;
- (c) ensure financially sustainable water services are delivered for customers and stakeholders, with consideration given to affordability when setting water charges;
- (d) develop a capital investment programme that aligns with the intended sequencing of land release across the Service Area, while also being in a position to accommodate some unanticipated or out-of-sequence growth to address unexpected demand;
- (e) deliver water services in a way that generally aligns with existing spatial growth strategies and the relevant district plans of the Shareholding Councils;
- (f) where practicable, align the delivery of new infrastructure and maintenance of existing infrastructure with the Shareholding Councils to reduce overall costs to ratepayers and consumers;
- (g) honour the values of whanaungatanga (relationships), manaakitanga (care), kotahitanga (unity) and mauri ora (the wellbeing of both people and ecosystems) to grow collective responsibility — for the water, for each other, and for the generations to come;
- (h) focus on delivering such services in a manner that minimises adverse environmental effects as far as is reasonably practicable;
- (i) plan and deliver water services, as well as related infrastructure and assets, in a way that is resilient, including to climate change and natural hazards, so that security of water services is achieved across the long-term. This should involve strategic asset and infrastructure planning with at least a 30-year timeframe in mind, including planning for necessary upgrades and renewals

Relationship Expectations

[Drafting note: some potential options for this section have been included based on existing SoE's issued to other water organisations. It will be for the Committee to workshop this

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content, so that it covers all required expectations relative to key stakeholders and community generally]

14. Central Districts Water is expected to develop strong, trusting partnership relationships with all three Shareholding Councils and mana whenua within the Service Area.
15. The Committee considers this highly important because it is in the best interests of all parties, and the communities they serve, that Central Districts Water is seen as a trusted partner that is able to maintain a collaborative, good faith, and no surprises relationship.
16. The sort of behaviours or traits that are expected of Central Districts Water include:

[Drafting note: Placeholder for inclusion of list of expected behaviours. Some of the below suggestions have been based on other SoEs]

- (a) Mana enhancing engagement, particularly when dealing with complex issues on which parties might hold differences of opinion;
 - (b) Openness, honesty, integrity and professionalism;
 - (c) An ability to listen and consider all views on relevant issues;
 - (d) A willingness to use best endeavours to find creative solutions;
 - (e) Transparency and a 'no surprises' approach;
 - (f) Early identification of disagreements or differences of view and rapid escalation for resolution;
 - (g) An ability to understanding the issues, challenges and constraints that the Shareholding Councils, mana whenua and the community may face.
17. In meeting these expectations, Central Districts Water must maintain regular contact with the Shareholding Councils and Ngā Tapuwāe o Hau both as a matter of practical management and through the Committee in relation to governance matters, to ensure an open and collaborative relationship. This is to involve:

[Drafting note: this section contains placeholders, which are to be workshopped by the Committee]

- (a) Scheduled engagement between the Board Chair and the Independent Chair of the Committee;
- (b) Early engagement with the Committee on key proposed decisions, including with an outline of the proposed approach to any community consultation (or any consultation required by the Local Government (Water Services) Act 2025;

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- (c) Maintaining a 'no surprises' policy with the Committee, in relation to any material or significant events, transactions or other issues that may attract public interest. This will include providing advance notice (where practicable) to the Committee of any actual or potential compliance issues, emerging risks and significant service failures, along with proposed solutions for addressing any issues;
- (d) Providing advance notice to the Committee before Central Districts Water considers making any decision that involves a significant departure from its WSS, or reprioritises the delivery of activities, including advice about how the decision will be consulted on or otherwise regularised (e.g. through an amendment to the WSS);

Information required in half-yearly report

[Drafting note: this section is a requirement of the LGWSA. As an example of an existing SoE, refer to the Tiaki Wai SoE: [Library | Tiaki Wai](#). Note that it may be useful to not overwhelm the Company with reporting at an early stage, given the focus on achieving a robust operating platform through the establishment phase]

- 18. Central Districts Water will provide to the Committee a half-yearly report at an aggregated, organisational level (i.e. not council-by-council) which addresses the following content:
 - (a) Delivery of capital projects against those specified in investment delivery plan for the financial year to which the report relates, and any departures from planned capital programmes;
 - (b) Compliance and enforcement status of resource consents and other regulatory requirements including actual or potential compliance issues, along with proposed solutions for addressing any compliance issues;
 - (c) Forecast expenditure, projects specifically subject to government or other third party funding, lending and any associated implications for future water charges;
 - (d) Critical risks and proposed mitigations;
 - (e) Key stakeholder relationships, including meetings or other engagements;
 - (f) Progress on the transition of services from Shareholding Councils and other hosted systems and services to Central Districts Water systems;
 - (g) Key personnel and staff numbers;
 - (h) Performance against measures included in its Water Services Strategy;

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- (i) Reporting on benefits created or provided by Central Districts Water to communities within the Service Area, including in relation to job creation, social, environmental and cultural impact;

Establishment Expectations

[Drafting note: The Tiaki Wai and Selwyn Water SoEs include a section that is focussed on the establishment phase, which could be useful to include for Central Districts Water. If the Committee agrees, then this section would be framed to apply until, say, 1 year after Day 1, at which point the Enduring Expectations will apply]

- 19. The following expectations are intended to ensure that Central Districts Water is set up for success, with all necessary components in place for its 'Day One' (1 July 2027).
- 20. The move to Central Districts Water holding full responsibility for revenue, charging and service provision is a significant change for customers. Clear communication, and public confidence are essential as responsibilities transfer from the Shareholding Councils.
- 21. These expectations will apply through the Establishment Phase, which is from the date of incorporation to [1 July 2028], at which point the Enduring expectations set out below will apply only.

Preparation of accountability documents and policies

- 22. Central Districts Water will work closely with the Committee when developing its Significance and Engagement Policy. This is to ensure that it draws on, in particular, the Councils' and mana whenua's' collective experience with community engagement in the Service Area and it is workable for the wider community that it will serve.

[Drafting note: Could also include requirements for further documents here, such as a customer charter or customer engagement policy. The SoE for Tiaki Wai (metropolitan Wellington) includes such a requirement].

- 23. It is expected that:
 - (a) Central Districts Water will develop and publish a Customer Charter which sets out the organisation's commitment to operate openly, with clear and accessible information available for communities.
 - (b) The Customer Charter is to:
 - i. inform customers of what they can expect from Central Districts Water regarding the provision of water services, service levels and how charges are set;

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- ii. outline how customers can engage with Central Districts Water and how Central Districts Water will consider the views of customers when providing water services;
 - iii. commit Central Districts Water to being professional, open and transparent, acting with integrity, treating its customers fairly and with respect, and operating with clear and accessible information; and
 - iv. outline the commitment Central Districts Water has to the environment.
- (c) Central Districts Water is to provide opportunities for the Committee to review and comment on any draft Customer Charter and consider those comments before adopting it.
- (d) Once adopted, the Customer Charter will be made publicly available and actively promoted so that customers understand what they can expect from Central Districts Water.

First Water Services Strategy

24. Central Districts Water will develop and adopt its first Water Services Strategy by 30 June 2027.
25. In developing its initial Water Services Strategy, Central Districts Water is expected to:

[Drafting note: Note that there are examples in the Tiaki Wai SoE, but that this is an opportunity to set expectations as to how the Committee expects the Company to operate for the first 3-year period. Several options are set out below noting that all expectations here will need to align with the WSDP]

- (a) Develop the strategy in a way that is broadly aligned with the Water Services Delivery Plans developed by the Shareholding Councils (albeit refined through the financial planning process).
- (b) Commence work on how to achieve price harmonisation within, but not between, each of the Shareholding Councils' districts by [no later than 30 June 2032].
- (c) Be transparent in terms of explaining how Central Districts Water will transition from a property value based charging model, to a combination of volumetric and/or fixed charges as required by legislation.
- (d) Include detail on how corporate capability within Central Districts Water will be built to ensure efficient delivery of services.

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- (e) Generally reflect performance indicators and measures from the Shareholding Councils' Long Term Plans, with those indicators and measures to form the basis for accountability during the initial transitional phase.

26. Further, it is expected that:

[Drafting note: This is an opportunity to reflect process expectations, ie. will the Company be required to consult or not, and will it be required to engage with anyone in particular?]

- (a) Central Districts Water provides the Committee with an early opportunity to comment on the draft Water Services Strategy, with the intention that a draft be provided no later than 1 January 2027, with a minimum review period for the Committee of four weeks;
- (b) Central Districts Water prepares and provides a summary document clarifying any proposed significant changes to key projects or costs to customers when compared to the Long Term Plans (and annual plans) of the Shareholding Councils, which is to be provided at the same time as the draft Water Services Strategy; and
- (c) [address here any requirement for Central Districts Water to consult on the Water Services Strategy]

Other establishment phase expectations

[Drafting note: This is an opportunity to include any other establishment phase specific expectations. For example, I draw your attention to the WSDP here. It could be good to pull through some of the things said in the WSDP here. For example, the WSDP notes that the WSCCO will have a focus on obtaining new consents for infrastructure operating on expired consents under s 124 of the RMA. This could be reflected in either an enduring or an establishment expectation. There are other challenges and focuses addressed on page 8 of the WSDP that could be used as the basis for expectations more specific to Central Districts. It would be good to hear the thoughts of Committee members on these matters when we workshop this SOE].

Simpson Grierson have helpfully noted that the SOEs issued to date have not included performance measures or targets, but that the WSS is required to include those. They (SG) anticipate that the next iteration of SOEs will include targets, but the question is whether that is the best focus for the initial transitional period. I am interested to hear your thoughts on this in terms of this initial establishment phase and whether this SOE would be strengthened (or not) by the inclusion of performance measures

27. It is expected that alongside the Shareholding Councils, Central Districts Water will work with the Local Government Funding Agency (LGFA) to prepare to accede as a participating borrower, ensuring access to the same financing terms available to the Shareholding Councils and maintaining consistency across the region's funding arrangements.

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Enduring Expectations

- 28. These enduring expectations are focussed on guiding how Central Districts Water is expected to operate over the longer term. They reflect the shared values and principles of the Shareholding Councils and Ngā Tapuwāe o Hau.

[Drafting note: This there may need to be some recognition here that some expectations are aspirational in nature]

- 29. The Committee acknowledges that Central Districts Water achievement of all of the enduring expectations must be viewed against the context of the current operating environment, the condition of the assets being transferred, the operating budgets available in the first financial year and the time required to establish new systems and capability. In some respects these enduring expectations are aspirational, but the Committee expects Central Districts Water to strive to achieve these expectations and progressively work towards an improvement in its delivery of water services.

[Drafting note: The sub-headings below, and content under each, are examples for workshopping by the Committee as a whole]

Upholding Treaty principles, settlement obligations and te mana o te wai

- 30. Central Districts Water will uphold the principles of Te Tiriti o Waitangi, existing Treaty settlement obligations, and act in accordance with existing relationship arrangements and other commitments with Māori.
- 31. It is expected that Central Districts Water will:
 - (a) develop genuine partnerships with mana whenua, including through Ngā Tapuwāe o Hau, by providing opportunities and establishing formal mechanisms and understandings that facilitate and improve mana whenua input into strategic policy development and investment decisions;
 - (b) uphold the Treaty principles and any Treaty settlement obligations of the Shareholding Councils;
 - (c) give effect to the statutory recognition of Te Waiū o te ika (Whangaehu River)
 - (d) give effect to Shareholding Councils' commitments to ensure te mana o te wai is enhanced in their strategies, planning and investment decision making.

Commented [CG5]: I anticipate that the wording of the MOU between the Committee and Ngā Tapuwāe o Hau will be instrumental here. My hope is that the SOE can borrow from that wording (still being considered) to create continuity and consistency in the building of strong relationships between the Committee, the Company and mana whenua.

Commented [CG6]: I am eager to better understand what such commitments (if any) of each Shareholding Council comprise of.

Customer and Community

- 32. Central Districts Water is to be a customer facing organisation and must embed a culture that puts the customer first. It is to provide effective customer service, clear and regular communication and ensure that the views of communities are central to how water services are delivered.

33. It is expected that Central Districts Water will:
- (a) progressively work towards creating and embedding an organisational culture that has a customer first mindset, and that demonstrates a focus on responsiveness, respect, and accountability in every interaction
 - (b) be transparent with the community about its planning and challenges, including financial complexities which may impact on affordability
 - (c) design its operating model so that it will be recognised as a leader in health, safety, and wellbeing within the water services sector
 - (d) establish and maintain a customer reference group that includes representatives from communities across the service area.
 - (e) Meaningfully engage with directly affected or interested communities on significant issues or projects
 - (f) communicate with customers in an open and timely way, and in a manner that is appropriate for the audience, about intended activities that may affect them, with clear explanations about key issues and drivers for activities, and opportunities for engagement with Central Districts Water.

Environmental Stewardship

34. Central Districts Water must be a responsible guardian of the environment and actively seek to protect and enhance the health of waterways, land and catchments in its service area, and other natural ecosystems it interacts with.
35. It is expected that Central Districts Water:
- (a) Will commit to the outcomes in the following documents (as applicable) and with a balanced view of other outcomes Central Districts Water must deliver on:

[Drafting note: detail appropriate agreements and protocols]

- (b) will focus on delivering water services in a manner that minimises adverse environmental effects as far as is reasonably practicable, and to pursue improvement in environmental outcomes wherever possible.
- (c) will use its best endeavours to meet or exceed all environmental regulatory requirements, and where it does not meet those requirements shall take a proactive and practical approach to resolving all non-compliance.
- (d) will progressively work towards applying a climate change lens to its decision making and reduce carbon emissions across its activities over time.

Safe, reliable and resilient water services

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36. As the water service provider for the Service Area, Central Districts Water must remain aware of the importance of its role in protecting and supporting public health. Ensuring drinking water, wastewater and stormwater services are provided in a reliable, safe, and resilient way in the face of natural hazards, climate change, and the demands of population growth requires strong asset management practices, proactive investment, and sound risk management.
37. It is expected that Central District Water will:
- (a) build its asset management capability and planning potential by improving the quality and completeness of asset data, and in doing so proactively managing existing infrastructure (in particular critical assets) to, optimally manage any deterioration, avoid future deficits and risks of failure, and support timely, well-planned investment decisions.
 - (b) identify critical gaps or risks in its ability to operate as a sound asset manager of water services in the service area and will have a recommended pathway to improved risk maturity.
 - (c) establish an effective enterprise level risk management framework and align internal management with strategic goals to improve operational efficiency and compliance.
 - (d) demonstrate improved programme and project governance including performance monitoring to ensure Asset Management Plans are applied fully to deliver the organisation's asset management responsibilities and ongoing work programmes.

Emergency Preparedness and Continuity of Service

38. Central Districts Water will be the water lifeline utility as defined in the CDEM Act 2002 and is therefore expected to lead water community resilience before, during and after any emergency event.
39. It is expected that Central Districts Water will:
- (a) work to ensure drinking water supply and wastewater services either continue to operate during and following emergencies, even if at reduced levels, or is subject to minimal disruption only.
 - (b) actively participate in regional and local emergency management planning and maintains and regularly updates its own emergency response and business continuity plans.
 - (c) work closely with Shareholding Councils, emergency services, and other lifeline utilities to ensure a coordinated and effective response to emergencies,

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including through timely and transparent communication with key agencies, and the public.

- (d) hold critical spare parts and equipment to enable rapid response to significant natural disasters or other major events that could disrupt service delivery. It will also develop plans for such events to ensure that it has the capability and resources to effectively and restore services as quickly as possible.

Affordability, Equity and Value for Money

- 40. Delivering value for money is about both cost efficiency and fairness, with decisions always to be tested against the affordability of water services for the community.
- 41. It is expected that Central Districts Water will:
 - (a) develop an approach to water charges which sees harmonisation achieved within the Shareholding Councils' districts but not between them, and will document that in the Water Services Strategy, so that the approach can be implemented by no later than 30 June 2032.
 - (b) balance the affordability of water services for households with the need for sustained long-term investment in resilient infrastructure and any regulatory requirements.
 - (c) pay particular attention to equity and hardship, ensuring vulnerable households are supported through appropriate policies which document options available such as flexible payment options.
 - (d) acknowledge at all times that water supply is an essential lifeline service and that while restrictions may need to be applied across the service area at times to manage supply and demand, this will be a last resort, and no household will be denied access to water services due to financial hardship or other vulnerabilities.
 - (e) work with the Shareholding Councils to develop consistent water bylaws across the Service Area.

Aligned strategic growth planning

- 42. Upgraded and new water services infrastructure is needed to provide for expected population growth in the service area. This infrastructure must be planned and delivered to support the timing and location of growth identified in urban growth strategies and plans.
- 43. This will ensure that new development areas have the necessary water infrastructure in place when they are needed, consistent with the sequencing and priorities agreed across the Service Area. At the same time, Central Districts Water needs to retain flexibility to respond to and support development that occurs outside of the planned sequence, where this is necessary to meet community or housing needs.

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44. It is expected that Central Districts Water will:
- (a) consider and engage with the following strategies and plans when making decisions about the water services infrastructure required to support growth, and the sequencing of such infrastructure:
 - i. the Shareholding Councils' District Plans, Long-Term Plans, Infrastructure Strategies and other growth-related plans, including:
 - a. The Horowhenua Growth Strategy 2040 (adopted 2023);
 - b. The Palmerston North Future Development Strategy (adopted 2024);
 - c. The Rangitikei Community Spatial Plan (adopted 2023);
 - d. **[Drafting Note: placeholder for any other relevant documents];**
 - ii. any iwi/hāpu led plans and strategies, to the extent that they are relevant to growth planning.
 - iii. **[Drafting Note: detail any other agreements and charters]**
 - (b) work closely with the Shareholders' Committee to ensure its long-term investment plans support and align with Shareholding Councils' growth strategies and urban development goals across the Service Area over time. This includes:
 - i. collaborating with Shareholding Councils when requested, as they develop key planning documents, such as Long-Term Plans, District Plans, Regional Plans, Policy Statements and Spatial Strategies, to ensure water infrastructure planning supports agreed growth priorities; and
 - ii. providing clear advice to Shareholding Councils on the different infrastructure needs and costs associated with greenfield (new development areas) and brownfield (redevelopment of existing areas) growth, to assist councils to make informed decisions about where and how to grow.
 - (c) actively support the Shareholding Councils' building and resource consenting processes by:
 - i. providing timely, accurate, and fit-for-purpose technical advice and approvals related to water service connections; and
 - ii. ensuring that its input enables councils to meet statutory processing timeframes and deliver a positive customer experience.

Commented [CG7]: In line with other SOEs, the Committee might consider including a provision that the Company is expected to advocate in support of the Councils in any reforms.

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- (d) facilitate connections to water networks and assess infrastructure capacity as part of these consent processes in a manner that is clearly defined, consistently applied, and supported by transparent communication with all councils and applicants.
- (e) support the Shareholding Councils with any collective advocacy on growth related reform or plan change processes, so that a “one family” approach is taken where possible to growth planning across the service area.

Performance of Central Districts Water

[[Drafting Note: any performance measures or targets that Central Districts Water is expected to measure and achieve – see comments above regarding the absence of such measures in other SOEs but that measures are required in the WSS. It seems anticipated that the next SOE contain a list of measures – the qn here is whether this initial SOE is strengthened (or not) by such inclusion or not.

45. [.]

Other expectations

46. Central Districts Water is expected to:
- (a) Generally conduct its business in a manner that:
 - i. is in accordance with sound business practice, including by ensuring that comprehensive business case development occurs for key or strategic projects;
 - ii. is in the best interests of current and future consumers within the Service Area; and
 - iii. satisfies the requirement to be a good employer.
 - (b) Manage its operations in accordance with its Constitution, and all relevant legislation.
 - (c) Maintain strong independence, including financial independence, and implement best practice approaches to the governance and operation of its business.
 - (d) Be open, transparent and accountable, including by complying with the Local Government Official Information and Meetings Act 1987 (LGOIMA) (noting information held by Central Districts Water as a council-controlled organisation is subject to LGOIMA, and that it is subject to the LGOIMA meeting requirements).

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- (e) Ensure health, safety, and staff wellbeing are a top priority and that appropriate policies and structures are in place to support this.
- (f) Ensure appropriate risk identification and management structures are in place.
- (g) Act in accordance with any relevant statutory obligations that apply to the Shareholding Councils.