

AGENDA

Joint Shareholders Committee Meeting Wednesday, 29 April 2026

Date Wednesday, 29 April 2026

Time 1:00 pm

Location Council Chamber
District Council Building
King George Place
Timaru
1838054

Joint Shareholders Committee

Notice is hereby given that a meeting of the Joint Shareholders Committee will be held in the Council Chamber, District Council Building, King George Place, Timaru, on Wednesday 29 April 2026, at 1:00 pm.

Joint Shareholders Committee Members

Mayors Nigel Bowen and Scott Aronsen, Cllrs Graeme Wilson, Michelle Pye, Rit Fisher and Mark Adams

Quorum for a Joint Committee meeting is:

A total of four elected members must be present, or appointed alternates, with at least two members being from each Council.

Where the Joint Shareholders Committee is providing a forum for the Shareholders to meet and exercise their powers in relation to the Company, the requirements of the Company's constitution and shareholders' agreement will prevail.

Local Authorities (Members' Interests) Act 1968

Committee members are reminded that if you have a pecuniary interest in any item on the agenda, then they must declare this interest and refrain from discussing or voting on this item and are advised to withdraw from the meeting table.

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- 1 Apologies**
- 2 Identification of Items of Urgent Business**
- 3 Identification of Matters of a Minor Nature**
- 4 Declaration of Conflicts of Interest**
- 5 Chairperson's Report**

6 Reports

6.1 Election of Chairperson

Author: Meghan Taylor, Acting Democracy Services Lead

Authoriser: Stephen Doran, General Manager Corporate

Recommendation

1. That the Joint Shareholders Committee uses either:
 - (i) System A, or
 - (ii) System Bpursuant to clause 25 schedule 7 of the Local Government Act 2002 to elect one of its members as its Chairperson.
2. That the Joint Shareholders Committee elects one of its members as the Chairperson.

Purpose of Report

- 1 To select a voting system for the election of one of its members as chairperson of the Joint Shareholders Committee. The Senior Leadership team member present will call for nominations for the position of chairperson.

Assessment of Significance

- 2 This matter has been assessed against Council's Significance and Engagement Policy as a matter of low significance. The chairperson's election and accompanying process is a statutory requirement under the Local Government Act 2002 (LGA) refer clause 25 schedule 7 of the LGA. The election of a chairperson does not impact strategic assets, rates or levels of service.

Background

- 3 The role and functions of a chairperson is set out in the Timaru District Council Standing Orders and Local Government Act 2002.

Discussion

- 4 There are two systems available to the Joint Shareholders Committee when electing a chairperson for the Committee, it must decide by resolution to use one of the following two voting systems as set out below (refer clause 25 schedule 7 of the LGA):
- 5 System A-
 - (a) requires that a person is elected or appointed if he or she receives the votes of a majority of the members of the local authority or committee present and voting; and
 - (b) has the following characteristics:
 - (i) there is a first round of voting for all candidates; and

- (ii) if no candidate is successful in that round there is a second round of voting from which the candidate with the fewest votes in the first round is excluded; and
- (iii) if no candidate is successful in the second round there is a third, and if necessary subsequent, round of voting from which, each time, the candidate with the fewest votes in the previous round is excluded; and
- (iv) in any round of voting, if 2 or more candidates tie for the lowest number of votes, the person excluded from the next round is resolved by lot.

6 System B—

- (a) requires that a person is elected or appointed if he or she receives more votes than any other candidate; and
- (b) has the following characteristics:
 - (i) there is only 1 round of voting; and
 - (ii) if 2 or more candidates tie for the most votes, the tie is resolved by lot.

7 Broadly, System A requires the successful candidate to have more than 50% of the votes of those present and voting. To attain that may require more than one round of voting. In contrast System B will only require one round of votes and the successful candidate is the one with the most votes. In the event of an equality of votes between 2 candidates the successful candidate is resolved by lot.

Options and Preferred Option

8 There is only one practicable option available to the Joint Shareholders Committee, as there is a requirement to elect a chairperson and the process for doing so is specified in the Local Government Act 2002.

Consultation

9 Consultation is not required as it is the members of the Committee who elect and appoint the chairperson.

Relevant Legislation, Council Policy and Plans

- 10 Local Government Act 2002
- 11 Timaru District Council Standing Orders

Financial and Funding Implications

12 There are no financial or funding implications for electing a chairperson.

Other Considerations

13 There are no other considerations for electing a chairperson.

Attachments

Nil

6.2 Election of Deputy Chairperson

Author: Meghan Taylor, Acting Democracy Services Lead

Authoriser: Stephen Doran, General Manager Corporate

Recommendation

1. That the Joint Shareholders Committee uses either:
 - (i) System A, or
 - (ii) System Bpursuant to clause 25 schedule 7 of the Local Government Act 2002 to elect one of its members as its Deputy Chairperson.
2. That the Joint Shareholders Committee elects one of its members as the Deputy Chairperson.

Purpose of Report

- 1 To select a voting system for the election of one of its members as chairperson of the Joint Shareholders Committee. The Chairperson will call for nominations for the position of deputy chairperson.

Assessment of Significance

- 2 This matter has been assessed against Council's Significance and Engagement Policy as a matter of low significance. The deputy chairperson's election and accompanying process is a requirement under the Local Government Act 2002 (LGA) refer clause 25 schedule 7 of the LGA. The election of a chairperson does not impact strategic assets, rates or levels of service.

Background

- 3 The Joint Shareholders Committee is required to elect one of its members as its deputy chairperson. The deputy chairperson performs the functions of the chairperson when they are unavailable or unable to perform their usual role as Chair.

Discussion

- 4 There are two systems available to the Joint Shareholders Committee when electing a deputy chairperson for the Committee, it must decide by resolution to use one of the following two voting systems as set out below (refer clause 25 schedule 7 of the LGA):
- 5 System A-
 - (a) requires that a person is elected or appointed if he or she receives the votes of a majority of the members of the local authority or committee present and voting; and
 - (b) has the following characteristics:
 - (i) there is a first round of voting for all candidates; and
 - (ii) if no candidate is successful in that round there is a second round of voting from which the candidate with the fewest votes in the first round is excluded; and

(iii) if no candidate is successful in the second round there is a third, and if necessary subsequent, round of voting from which, each time, the candidate with the fewest votes in the previous round is excluded; and

(iv) in any round of voting, if 2 or more candidates tie for the lowest number of votes, the person excluded from the next round is resolved by lot.

6 System B—

(a) requires that a person is elected or appointed if he or she receives more votes than any other candidate; and

(b) has the following characteristics:

(i) there is only 1 round of voting; and

(ii) if 2 or more candidates tie for the most votes, the tie is resolved by lot.

7 Broadly, System A requires the successful candidate to have more than 50% of the votes of those present and voting. To attain that may require more than one round of voting. In contrast System B will only require one round of votes and the successful candidate is the one with the most votes. In the event of an equality of votes between 2 candidates the successful candidate is resolved by lot.

Options and Preferred Option

8 There is only one practicable option available to the Joint Shareholders Committee, as there is a requirement to elect a deputy chairperson and the process for doing so is specified in the Local Government Act 2002.

Consultation

9 Consultation is not required as it is the members of the Committee who elect and appoint the deputy chairperson.

Relevant Legislation, Council Policy and Plans

10 Local Government Act 2002

11 Timaru District Council Standing Orders

Financial and Funding Implications

12 There are no financial or funding implications for electing a deputy chairperson.

Other Considerations

13 There are no other considerations for electing a deputy chairperson.

Attachments

Nil

6.3 Joint Shareholder Committee Meeting Schedule

Author: Elliot Higbee, Legal Services Manager
Meghan Taylor, Acting Democracy Services Lead

Authoriser: Stephen Doran, General Manager Corporate

Recommendation

That the Joint Shareholders Committee:

1. Receives and notes the Joint Shareholder Committee Meeting Schedule report.
2. Notes that the 28 May 2026 meeting, as resolved by the parent councils, creates a significant scheduling conflict, and resolves to reschedule this meeting to [alternative date to be confirmed].
3. Resolves Option 3 as the basis for setting the Joint Shareholder Committee's ongoing meeting schedule.
4. Resolves that Timaru District Council will have administrative and governance responsibility for the Joint Shareholders Committee, and that meetings will be held at Timaru District Council offices, with remote attendance via Microsoft Teams available for Mackenzie District Council members and officers.

Purpose of Report

- 1 The purpose of this report is to seek the Joint Shareholders Committee's (JSC) decision on its ongoing meeting schedule and electing a new date for the second JSC meeting to be held.

Assessment of Significance

- 2 This matter is deemed to be of low significance under Timaru District Council's significance and engagement policy. This matter is administrative and procedural and the JSC's meeting schedule has been foreshadowed in both the Commitment Agreement and the parent council resolutions.

Background

- 3 On the 24 March 2026, Mackenzie District Council (MDC) passed resolutions establishing the JSC and setting the first three meeting dates. On 31 March 2026 the Timaru District Council (TDC) passed resolutions to the same effect, setting the first three meeting dates as 29 April, 28 May, and 25 June 2026.
- 4 Both resolutions expressly noted that the JSC has delegated authority to change this via resolution.
- 5 The Commitment Agreement between TDC and MDC (Schedule 5, Part C, page 28) provides that the JSC will meet at least once every two months, but with establishment through to "Day One" envisaged to require monthly meetings at least.
- 6 The Commitment Agreement further provides that the JSC will establish their own meeting schedule once operating. Day one is the anticipated operational commencement date of the Water Organisation, currently planned for 1 July 2027.

- 7 The parent council resolutions expressly delegate authority to the JSC to change the meeting schedule by resolution. This is consistent with the power of a joint committee under clause 30A of Schedule 7 of the Local Government Act 2002. Once constituted and operating, the JSC has full authority to determine its own meeting times and dates.

Discussion

- 8 There is a significant scheduling conflict with 28 May 2026. There are several other commitments on that date that make it difficult for members and officers to attend a JSC meeting.
- 9 The Commitment Agreement anticipates that the JSC will meet monthly during the establishment phase, reflecting the volume of governance work required to establish the Water Organisation by 31 October 2026 and to reach day one on 1 July 2027.
- 10 Key governance milestones requiring JSC oversight during this period include the approval of the skills matrix to appoint directors, appointing the directors, approval of the Statement of Expectations (including an interim statement), oversight of the project programme and budget, and consideration of the transfer agreements. These requirements favour a regular, predictable, and frequent meeting pattern over an ad hoc approach.
- 11 It is also practically useful to coordinate JSC meeting dates around the parent councils own meeting calendars and budget cycles, to ensure matters requiring Council approval can be appropriately sequenced.
- 12 For administrative clarity and efficient operation, officers recommend that Timaru District Council act as the administering authority for the Joint Shareholders Committee. This includes responsibility for agenda preparation, meeting administration, records, and procedural support, consistent with standard joint committee practice.
- 13 Timaru District Council further recommends that Joint Shareholders Committee meetings be held at Timaru District Council offices, with provision for Mackenzie District Council members and officers to attend remotely via Microsoft Teams, or in person.

This approach reflects Timaru District Council's capacity to support the Committee's administrative requirements, minimises travel demands, streamlines organisation, and supports effective participation by all members through hybrid meeting arrangements.

Options and Preferred Option

14 Option 1: Set meeting date and time at each meeting

- 14.1 Under this option, at the conclusion of each JSC meeting the committee resolves the date and time of the next meeting.
- 14.2 Advantages: maximum scheduling flexibility; allows the committee to respond to members availability and upcoming pressures as they arise; simple to administer.
- 14.3 Disadvantages: least certainty for members and officers forward planning; a meeting without quorum could leave the next meeting unscheduled; does not reflect the Commitment Agreement's expectation of a regular, monthly meeting pattern during the establishment period; risks underweighting the governance demands of the establishment programme. This option is also not simple to administer, and creates increased pressure on governance administration, report writing and advertising.

15 Option 2: Adopt a six-weekly meeting cycle

- 15.1 Under this option, the JSC adopts a regular six-weekly cycle, meeting on a set day of each cycle. Specific dates would be calculated and published accordingly.
- 15.2 Advantages: regular and predictable cadence; satisfies the Commitment Agreement minimum frequency requirement of at least two-monthly meetings; a six-weekly cycle broadly aligns with monthly meetings during the intensive establishment period; good forward planning certainty for members and officers.
- 15.3 Disadvantages: a mechanistic cycle may not align well with Council meeting calendars as Officers may have other Council Meeting commitments, budget cycles, or key project milestones; less flexibility to respond to scheduling pressures without formal resolution; may marginally fall short of the monthly meeting expectation in the Commitment Agreement during the most intensive establishment phases.

16 Option 3: Set a detailed meeting schedule (Preferred)

- 16.1 Under this option, the JSC adopts a detailed schedule of meetings covering the establishment period (through to at least December 2026, with provision to extend), with a standard provision that the schedule may be amended by resolution or in consultation with the Chairperson which would require a specific delegated authority. Officers would prepare draft dates coordinated with both Councils calendars for the JSC's consideration.
 - 16.2 Advantages: maximum certainty for members, officers, and the Water Organisation establishment project; enables meeting dates to be coordinated with parent council meeting calendars, budget and LTP cycles, and known project milestones; fully consistent with the Commitment Agreement's expectation of monthly meetings during establishment; facilitates proper forward planning for agenda preparation and governance decisions.
 - 16.3 Disadvantages: requires upfront coordination between both Councils schedules; will require amendment as the establishment programme evolves.
- 17 Officers recommend Option 3. The establishment of the Water Organisation is a complex, time-critical project operating under significant legislative obligations. A detailed meeting schedule is consistent with the Commitment Agreement and provides the governance certainty that the project team and both Councils need to plan effectively.
 - 18 Officers note that if the JSC adopts Option 3 in principle today, draft dates coordinated between both Councils meeting calendars can be circulated for confirmation at the next meeting.

Consultation

- 19 No community consultation is required. Officers of both Councils have been consulted in identifying the scheduling conflict on 28 May 2026 and in assessing the options presented.

Relevant Legislation, Council Policy and Plans

- 20 Local Government Act 2002, Schedule 7, clause 30A (joint committees)
- 21 Commitment Agreement between Timaru District Council and Mackenzie District Council; Schedule 5, Part C (JSC functions and meeting schedule), page 28
- 22 Mackenzie District Council resolution, 24 March 2026
- 23 Timaru District Council resolution, 31 March 2026

Financial and Funding Implications

24 There are no financial and funding implications arising from this report.

Other Considerations

25 There are no further considerations.

Attachments

Nil

6.4 Waters Transition Project Update

Author: Rosie Oliver, Programme Office Lead

Authoriser: Nigel Trainor, Chief Executive

Recommendation

That the Joint Shareholders Committee

1. Receive and note the Waters Transition Dashboard Report; and
2. Endorse the Department of Internal Affairs Quarterly Monitoring Report for the Timaru Water Services Delivery Plan 30 April 2026 for the period January to March 2026.

Purpose of Report

- 1 The purpose of this report is to provide the Joint Shareholders Committee with an opportunity to review and provide feedback on project progress and direction (including procurement approach), and to enable review and endorsement of the Department of Internal Affairs Quarterly Monitoring Report.

Assessment of Significance

- 2 This report is of low significance being a progress update aligned with previously endorsed documents and decisions including Timaru District Council's Water Services Delivery Strategy, and the Commitment Agreement and Joint Shareholders Committee Terms of Reference previously adopted by both Mackenzie and Timaru District Councils.

Background

- 3 On 3 September 2025 Timaru District Council (TDC) submitted its Water Services Delivery Plan (WSDP) to the Department of Internal Affairs (DIA) noting the intention to establish a Water Organisation either alone or with partners.
- 4 On 26 March 2026 Mackenzie District Council (MDC) also submitted its WSDP to the DIA noting its intention to establish a Water Organisation together with TDC.
- 5 On 24 and 31 March 2026 respectively, MDC and TDC both adopted a Commitment Agreement and Joint Shareholders Committee Terms of Reference to confirm project governance for the establishment of a joint Water Organisation.
- 6 Schedule 3 to the adopted Commitment Agreement noted that the appointed transition Project Manager would bring a report to the first meeting of the Joint Shareholders Committee presenting an updated Project Management Plan, Project Budget and Procurement Strategy for review and approval.
- 7 Also falling due in this reporting period is the DIA Quarterly Monitoring Report for the Timaru Water Services Delivery Plan 30 April 2026 for the period January to March 2026. It is noted that MDC is not required to submit a report in this period pending approval of their WSDP by the DIA, however future quarterly reports will be completed on behalf of the two Councils combined.

Discussion – Project Update

- 8 The attached Waters Transition Dashboard Report summarises project progress and direction for the period 22 March 2026 – 22 April 2026 noting that while skeleton documents and standard project management tools and processes have been stood up, insufficient information has been collated from workstream leads to enable preparation of the detailed project plan (including schedule, budget, resource and procurement planning) at this time.
- 9 Pending these substantive inputs (ie project activities and resourcing required to establish a Water Organisation no later than 31 October 2026, to be fully operational by 1 July 2027) draft project documents have been aligned with Schedule 3 as to scope and timelines, and incorporate the planning and reporting requirements of the Department of Internal Affairs (DIA) per the Local Water Done Well regulatory framework, and those of the Commerce Commission.
- 10 A revised target date for presentation of these project initiation documents is 30 May 2026 with three critical enablers being (1) leveraging of programme establishment plans from other multi-council CCOs, and (2) identification and procurement of subject matter expertise/support for each workstream lead as required, and (3) preparation of a draft, recommended Joint Operating Model (JOM).

Discussion – Procurement

- 11 Interim procurement is still required to maintain project momentum (noting statutory timeframes as well as practical implementation) and three specialist suppliers (Rationale, Waugh Infrastructure, and Simpson Grierson) have already been engaged to support the Water Services Delivery and the Governance and Foundation workstream leads with time critical tasks.
- 12 Officers are comfortable that these suppliers have the expertise, historic involvement and understanding to support this project.
- 13 However, it is anticipated that the total value of work done in increments by Rationale and Waugh will in due course exceed the \$100,000 threshold for Chief Executive approval (approximate value of required work per each is estimated at ca \$1 – 500,000) and it is noted that the existing relationships have been developed without a public tender. This is because of the incremental nature of the work required over the past 12 months pending the decision to form a joint Water Organisation between Timaru and Mackenzie.
- 14 Noting the lack of other similarly scoped and skilled competitors, and the integrated nature of deliverables, it is now proposed that the two Water Services Delivery workstream leads work with Rationale and Waugh to develop a comprehensive programme for the total package of services required over the course of this project, to confirm scope details for each task, and to determine each of the two suppliers' capability and experience per task/work package.
- 15 The total programme and required budget would then be brought to the Steering Group for review and approval and reflected in the Project Budget and Procurement Strategy to be presented for Committee endorsement on 30 May 2026.
- 16 As per the budget endorsed by TDC in August 2025, it is anticipated that further procurement will also cover services in corporate legal, possible backfill or external project management support, organisational set up and recruitment support, commercial and financial set up, IT systems, service design set up and – a separate cost to each Council – legal transfer.

Discussion – DIA Quarterly Report Timaru WSDP

- 17 The attached **Department of Internal Affairs Quarterly Monitoring Report for the Timaru Water Services Delivery Plan 30 April 2026 for the period January to March 2026** has been collated by the Project Manager and reviewed and updated by members of the Project Steering Group.
- 18 While taking in a longer reporting period it aligns with the present Waters Transition Dashboard Report for the period 22 March 2026 – 22 April 2026, providing a progress snapshot. The DIA had requested a particular update regarding the commitment to transition funding and this has been included.

Options and Preferred Option

- 19 The Joint Shareholders Committee has two Options available, to endorse the Quarterly Monitoring Report for the Timaru Water Services Delivery Plan 30 April 2026 for the period January to March 2026 or *not* to endorse the same.
- 20 Officers recommend that the Committee endorse the Quarterly Monitoring Report, subject to any requested refinements, as this will enable Timaru District Council to achieve DIA's required submission date of 30 April 2026.

Consultation

- 21 Consultation has been previously undertaken regarding this project and no additional consultation is necessary or appropriate at this time.
- 22 However, one of the deliverables urgently required by this project is a Communication and Engagement Plan outlining the strategic approach to both internal and external engagement that will be followed throughout the project life cycle.
- 23 A status update on this deliverable will therefore be included in the next Project Update to the Joint Shareholders Committee.

Relevant Legislation, Council Policy and Plans

- 24 Local Government (Water Services Preliminary Arrangements) Act 2024
- 25 Local Government (Water Services) Bill, as reported back from Select Committee on 3 July 2025
- 26 Timaru District Council's Significance and Engagement Policy

Financial and Funding Implications

- 27 Budget of \$2,364,000 has been previously approved for this project by Timaru District Council on 26 August 2026 and incorporated within the Commitment Agreement adopted by both Councils.

Other Considerations

- 28 There are no other considerations.

Attachments

1. **Quarterly Monitoring Report Water Services CCO April 2026** [!\[\]\(35dd9deadd2495477bc0637b6936f8ee_img.jpg\)](#) [!\[\]\(40ce6576a85eb28f31b0a4bb195640c6_img.jpg\)](#)
2. **Waters Transition Status Report 22 April 2026** [!\[\]\(45e2229dba191242b18812608b5a835c_img.jpg\)](#) [!\[\]\(37607e68279285ff79e427c5bb4485c2_img.jpg\)](#)

Sensitivity: General

Quarterly monitoring report - water services delivery plan

Water Services CCO

Timaru

30 April 2026 for the period January to March 2026

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Sensitivity: General

Council plans that establishing water organisations

Part A: Progress updates

Quarterly reporting period: 1 January to 31 March 2026

Milestone / deliverable	Expected completion date	On track to meet timeframe? (Yes/No)	Issues, risks and mitigations (if any)
Resolution passed for Timaru District Council and Mackenzie District Council to establish a joint Water Organisation	24.02.26	Yes	A number of alternative partnerships were considered by TDC which delayed the final decision. The time elapsed since adoption of the Water Services Delivery Plan in August 2025 has put scheduling pressure on the establishment programme for the new Water Organisation. The project team are considering the additional resource that will now be required to support a very rapid establishment phase.
Adoption of Commitment Agreement	TDC 31.03.26 MDC 24.03.26	Yes	No issues, unanimous adoption. Terms mitigate potential risks and issues.
Adoption of Terms of Reference for Joint Shareholders Committee	TDC 31.03.26 MDC 24.03.26	Yes	No issues, unanimous adoption. Terms mitigate potential risks and issues.
Confirmation of Project Structure and Workstream Leads	30.03.26	No	The two SLTs met to workshop the project structure and to confirm the project team. This was a productive session but 8 months behind the WSDP schedule for appointment of the project manager and team.

Sensitivity: General

			<p>This delay has put pressure on officers to plan and implement in parallel and to rapidly identify and source the internal and external resourcing required to deliver project establishment activities and/or to backfill BAU roles to unlock internal capacity and experience where appropriate.</p> <p>TDC aims to leverage precedents from other multi-council CCOs around the country whose programme establishment teams have already developed detailed scoping, scheduling and resourcing packages for core workstreams, also to access any generic risk, issue or lessons logs and registers which the project team could adapt and learn from.</p>
Project Management Plan, Procurement Strategy and Budget drafts set up for population	29.04.26	No	<p>In the TDC WSDP this activity was scheduled to commence in September 2025 meaning that we are again running 8 months behind schedule with preparation of the establishment programme and key project artefacts. While the skeleton documents have been set up, preparation of required content by individual workstream leads to inform the detailed Work Breakdown Structure and corresponding schedule, resourcing plan, budget and procurement strategy is slow due to limited capacity and experience (of similar projects) among internal leads.</p> <p>Two possible mitigations as noted above are the use of external expertise and – if an option – the ability to leverage resources and tools developed by other multi-council CCOs and their programme establishment teams. The latter may support scoping of work packages for external consultants.</p>

Expected activity in next quarter

Milestone / deliverable	Expected activity
Appoint Establishment Chair and CE	A skills matrix for board appointments and position descriptions for the Establishment Chair and CE are in preparation and will be finalised and then endorsed by the Joint Shareholders Committee prior to recruitment. A panel will interview and confirm selected candidates by 01 July 2026

Sensitivity: General

Constitution and Statement of Expectations	Simpson Grierson have been engaged to support preparation of these documents which are scheduled for drafting this month (April) with adoption ca end of May 2026
Decisions re stormwater	Rationale have been engaged to prepare and options analysis for the various ownership and operating models for stormwater. It is expected that this will be completed towards the beginning of June.
Decisions re rural and stockwater	Following the stormwater analysis, rural and stock water schemes will similarly be analysed for appropriate inclusion within any joint operating model.
Decisions re Downlands	Options analysis is currently being prepared to be presented to a working group from the three councils
Development of draft JOM	An initial combined session between MDC and TDC was completed mid-April to produce a 'Functional Structure'. This will be further reviewed and refined with the wider project team, to help inform the various workstreams and provide the foundation of a more detailed JOM
Assessment of community access to drinking water 1 July 2026	Waugh engaged to undertake a combined project between MDC and TDC on track for completion late May. Joint review session showed limited additional work to be undertaken before providing a final draft.
30 June 2026: Information Disclosure reporting to the Commerce Commission (Dividend Statement, policy for funding growth, information about charges).	On 14 April 2026 Council's Development and Growth Committee received a report setting out the delivery plan to comply with Information Disclosure requirements by 30 June 2026. Officers are implementing this plan with Committee endorsement of the disclosure programmed for 9 June, to then be filed with the Commerce Commission by 30 June 2026.

Sensitivity: General

Part B: Additional monitoring information – items noted in letters of acceptance

Items noted in letters of acceptance	Progress update
<p>Transitional funding arrangements for the WSCCO from 2026/27 to 2028/29</p>	<p>Amounts have been allocated from each council for the initial transition process. TDC have pledged \$2.364M and MDC have pledged \$250K noting additional funding is to be considered through their Annual Plan process. Nominally Timaru District Council will incur the costs for efficiency. The debt will be transferred to the WSCCO as part of the transfer agreement.</p>

Joint Shareholders Committee Project Status Report

Project Name	Waters Transition			Reporting Period	22.03.26 - 22.04.26	
Business Unit	CE Office			Project Classification	Significant, Complex	
Project Sponsor	Chief Executive, Nigel Trainor; Chief Executive, Angela Oosthuizen			Project Manager	Programme Office Lead, Rosie Oliver	
Status area						
Status area	Status	Comments				
Status Summary		This project is 8 months behind schedule and the scope is missing the updated workstream inputs required to inform (1) accurate budget and resource planning, and (2) the strategic sequencing of activities/milestones with critical dependencies. Competing BAU priorities constrain available internal resource and leadership, and this, together with limited in house experience of similar establishment initiatives across the two councils, makes the identification of suitable SME (subject matter expert) support a top priority for each workstream.				
Scope Status		Schedule 3 to the Commitment Agreement outlines a direction of travel and broad parameters while DIA guidance indicates key considerations within each workstream. However, workstream details including core deliverables and MVP (minimum viable product) for day one are yet to be determined and there is a dependency around clarification of a recommended JOM (joint operating model) or alternatives, and confirmation/endorsement of the preferred JOM by the Establishment CE and Chair.				
Quality Status		Per above, workstream details including core deliverables and MVP for day one are yet to be determined pending clarification/confirmation of the JOM.				
Cost Status		The project budget is yet to be determined however it is anticipated that costs may exceed the amount nominated by Martin Jenkins in 2025 as this was based on establishment costs for a single-Council CCO. The project budget also excludes the costs of preparing and implementing each Council's transfer agreements which are an individual, rather than a combined expense, and which debt cannot be transferred to the new WO but will remain on the books of each Council. It has also been discussed and agreed that internal resource costs will remain with each Council and cannot be capitalised to the project/transferred as debt.				
Schedule Status		The Foundation and Governance workstream is the only one that is on track per the original road map developed by Martin Jenkins and approved by Council in 2025 (this workstream has also procured suitable SME support). The project manager and team have now been nominated however preparation of a detailed schedule to support monitoring of implementation has a dependency on workstream leads to identify their key activities and time required for each.				
Cost details						
Budget	Spend to date	Committed	Estimate to Completion	Estimate at Completion	Estimated Variance	Comments
\$2,364,000	\$88,495	TBC	TBC	TBC	TBC	This amount was approved by Timaru District Council in 2025 as an indicative starting point for the establishment of a single Council CCO and the sum has been confirmed via the Commitment Agreement. The required project budget is yet to be determined pending (1) more detailed analysis from each workstream lead/SME and/or (2) access to detailed precedents from other joint-Council CCOs who have recently scoped and priced resourcing for the equivalent activities.
Achievements for this period						
TDC and MDC have resolved to establish a Water Organisation together.						

TDC and MDC have negotiated and adopted a Commitment Agreement and Joint Shareholders Committee Terms of Reference (with public signing event in Cave).						
Interim project manager has been appointed.						
Joint SLT workshop TDC MDC 30 March 2026 has confirmed project structure and workstream leads						
Teams channel/membership has been updated with project information management structure and tools now in place to ensure collaborative workspace and data capture.						
Available legacy data/plans and DIA guidance have been collated in this central repository for shared access, relevant workstream recommendations/parameters have been added to logs by the PMO.						
Workstream launch meetings completed and population of discovery information and workstream logs <i>begun</i> for most workstreams						
Meeting series created for Project Team and Project Steering Group, launch meetings held for each						
Drafting of core project administration documents begun, templates assimilate work to date and DIA guidance						
First draft of Procurement Strategy prepared pending population of required work packages from workstream leads						
Simpson Grierson engaged to support task delivery and document preparation (Foundation and Governance workstream)						
Rationale engaged to progress optioneering for Stormwater (subsequently rural and stockwater; Water Services Delivery workstream)						
Water Services Delivery workstream leads completed initial workshop to determine scope/parameters required for JOM pending SLT and peer review						
Management workshop - Downlands optioneering (CEs and GMs) - scheduled						
Informal Joint Shareholders Committee (JSC) conference completed to review and confirm recruitment parameters and approach for Establishment Chair and CE						
Board skills matrix and position descriptions for Establishment Chair and CE developed						
Initial officer-led hui with Mana Whenua to develop recommendations for governance next steps						
Planned activities for this period not achieved						
Completion of WBS (Work Breakdown Structure) identifying activities and schedule, budget and resourcing needs per workstream						
Completion of discovery logs per workstream						
Draft Communications and Engagement Strategy						
Collation of establishment programme precedents from other multi-council CCOs						
Finalisation of Project Management Plan, Budget and Procurement Strategy						
Planned activities for next period						
Workstream leads to complete discovery logs						
Workstream leads to complete workstream logs including activities and schedule, required resource and budget to inform WBS						
Collation of establishment programme precedents from other multi-council CCOs						
Updating of Project Management Plan, Budget and Procurement Strategy leveraging updated WBS and precedents from other multi-council CCOs						
SLT and peer review of draft JOM pending review by Establishment Chair and CE - workshop to be scheduled						
Draft Communications and Engagement Strategy						
Preparation of Constitution and Statement of Expectations for adoption at next JSC meeting						
Recruitment process for Establishment Chair and CE launched, candidates identified and interviews scheduled						
Downlands options analysis prepared/presented to 3 Council working group						
Ongoing analysis of options and implications re stormwater and, subsequently, rural and stockwater management						
Mana Whenua hui (Mayors and Chairs) to share progress and discuss opportunities and next steps						
Milestone Progress						
No.	Milestone	% Complete	Target Finish Date	Actual Finish Date	RAG Status	Comments/Actions
1	Commit to partnership and establish joint governance	100%	1/04/2026	31/03/2026		Commitment Agreement and JSC in place

2	Establish project team and workstreams	50%	1/09/2026	Not finished		8 months delay, not yet complete as sufficient project team resourcing and leadership capacity yet to be confirmed across all workstreams. New target 30 May 2026.
3	Finalise project management plan, budget and procurement strategy	25%	30/04/2026	Not finished		New target 30 May 2026
4	Adoption of Constitution and Statement of Expectations	10%	30/05/2026	Not finished		Drafting commenced, Simpson Grierson supporting
5	Appointment of Establishment Chair	5%	30/06/2026	Not finished		Other board appointments by October 2026
6	Appointment of Establishment CE	5%	30/07/2026	Not finished		Pending confirmation of position description
7	Information Disclosure reporting to the Commerce Commission (Dividend Statement, policy for funding growth, information about charges).	5%	30/06/2026	Not finished		Work commenced
8	Assessment of community access to drinking water 1 July 2026	50%	30/06/2026	Not finished		Work underway, led by Waugh. On schedule.
9	Systems can deliver actuals for reporting (ie adequate ringfencing)	TBC	1/07/2026	Not finished		Work understood but not yet underway
10	Establishment of Water Organisation	TBC	1/07/2026	Not finished		Hard deadline of 31 October 2026
11	Financial reporting commences for Water Organisation	0%	30/11/2026	Not finished		Hard deadline for DIA and Comm Comm
12	Issue of Final Statement of Expectations	0%	30/12/2026	Not finished		Simpson Grierson supporting
13	Mana Whenua hui to determine next steps		TBC			
14	Confirmation of recommended JOM		30/05/2026			
	<i>TBC Water Services Delivery Model workstream</i>					
	<i>TBC Property and Legal workstream</i>					
	<i>TBC People workstream</i>					
	<i>TBC Non-foundational documents workstream</i>					
	<i>TBC Finance workstream</i>					
	<i>TBC IT and systems workstream</i>					
	<i>TBC Comms and Engagement workstream</i>					
	<i>TBC Customer Interface workstream</i>					
	<i>TBC 'New BAU' workstream</i>					
	<i>TBC Downlands workstream</i>					
	<i>TBC Stormwater workstream</i>					
	<i>TBC Rural and stockwater workstream</i>					
15	Company fully operational	0%	1/07/2027			
16	Post-project evaluation and closure completed					
Issues/Lessons						
No.	Description	Raised	Owner	Mitigation/Treatment	Status	Lessons Learned

1	Detail to be updated for next dashboard report.			Data is being collated from workstream leads.	Active/ Resolved	
2						
3						
4						
Risks						
No.	Description	Likelihood	Consequence	Mitigation/ Treatment	Residual Risk	Comments/Actions
1	Detail to be updated for next dashboard report.	H/M/L	Minor -	Separate risk register in development.	H/M/L	
2						
3						
4						
Contracts and variations						
No.	Description	Provider	Original value	Variation Values (# and Total)	Status	Comments/Actions
1		Rationale				Detail to be updated
2		Waugh Infrastructure				Detail to be updated
3		Simpson				Detail to be updated
4						

6.5 Proposed Establishment Chairperson Position Description, Establishment Chief Executive Position Description and Skills Matrix

Author: Andrea McAlister, General Manager People and Capability

Authoriser: Nigel Trainor, Chief Executive

Recommendation

That the Joint Shareholders Committee:

1. Receives and notes the Proposed Establishment Chairperson Position Description, Establishment Chief Executive Position Description and Skills Matrix report;
2. Agrees to an appointment process for the establishment Chairperson of the Water Organisation;
3. Adopts the skills matrix for appointing directors to the board of the Water Organisation;
4. Provides comment and endorses the position descriptions for both the establishment Chairperson, and establishment Chief Executive; and
5. Notes that the appointment process for the establishment Chief Executive of the Water Organisation will be determined by the establishment Chairperson.

Purpose of Report

- 1 As directed by Council, this report progresses the important workstream of director appointments for the Water Organisation (WO) by:
 - 1.1 Setting out the background to appointing the board of directors for the WO;
 - 1.2 Recommending an approach for appointing a director as an establishment Chairperson, along with noting the process for appointing an establishment Chief Executive for the WO;
 - 1.3 Providing a skills matrix for adoption to inform the appointment of an establishment Chairperson; and
 - 1.4 Providing for review, comment and endorsement the position descriptions for both the establishment Chairperson, and the establishment Chief Executive.

Assessment of Significance

- 2 Although this is an important phase in the establishment of the WO, it is considered low importance for the purpose of ensuring community engagement.

Background

- 3 An important aspect of Local Water Done Well is that a WO's board "must be appointed on the basis of their competency to perform the role." The entire board "must collectively" have

an appropriate mix of “skills, knowledge, and experience in relation to providing water services”.¹

- 4 Elected members, and the employees of both the shareholding Councils and the WO, cannot be appointed as directors.²
- 5 Because the WO will be a company under the Companies Act 1993, directors must also comply with the requirements set out in that Act at s 151. Subject to the WO’s constitution, directors may be removed from office as set out in the Companies Act.
- 6 The Shareholding Councils have entered into a commitment agreement, and this provides the following agreed principles for appointing directors, set out below from 28 and 29. The prospect of “initial” appointments being made to ensure “start-up experience”, and for terms of less than three years are highlighted:

WO Board member appointment term and reappointment	<ul style="list-style-type: none"> • WO Board members will be appointed by the Joint Shareholder Committee (JSC) on the basis that they have the collective skills and expertise to support the delivery of the responsibilities transferred to the WO. • Directors will not be appointed as representatives of individual Councils. • Initial directors’ appointments will be varied to enable staggering of replacements and to enable appointment of initial directors with entity start-up experience. • After the initial directors, general appointments will be for three-year terms, with up to two possible reappointment terms. Reappointment is subject to approval of the JSC. • Reappointment beyond three terms will be at the JSC’s discretion but expected to be on an exceptional basis e.g., to retain an essential specialist skill set.
WO Board skills requirements	<p>The Constitution will provide that the directors will be appointed on the basis of their competency to perform the role, with reference to the Board Skills Matrix with the aim of ensuring that the Board as a whole has the skills required by the Board Skills Matrix, and in compliance with s 48 of the LG(WS) Act.</p> <p>The Board Skills Matrix will set out the skills which are required to be represented on the Board, by being held by one or more of the directors in office, as adopted and amended from time to time by the JSC.</p> <p>The Board Skills Matrix may include the following requirements:</p> <ul style="list-style-type: none"> • Full compliance with s 48 of the LG(WS) Act. • Governance and senior leadership experience. • Experience in utilities and infrastructure industries, preferably water. • Commercial and financial expertise, including Director(s) with relevant qualifications to chair an Audit and Risk Committee. • Understanding of the relevant public accountability, legislative and regulatory context. • Asset management experience. • Strong understanding and commitment to the communities the organisation serves. • Commitment to strong stakeholder engagement with the Shareholding Councils via the JSC.

- 7 The Committees responsibilities for this function are set out in its Terms of Reference:

¹ ss 48(1) and (2) Local Government (Water Services) Act 2025

² s 48(3) Local Government (Water Services) Act 2025

Seeking and interviewing candidates for the Company's board as needed and approving director appointments and/or removals in accordance with the shareholders agreement, its skills matrix, and any other relevant policy;

Along with the following delegation:

The appointment, removal and remuneration of directors.

- 8 For clarity, the appointment of directors does not need to be ratified by the Councils. It is the decision of this Committee alone.
- 9 As the WO is not yet established, the establishment Chairperson will be nominally employed by Timaru District Council, on behalf of this Committee. Once the Company is registered, that “employment” will end and the establishment Chairperson will simply be the sole director of the company which the Councils will own the shares of.
- 10 The establishment of the WO, through to 1 July 2027 when the company will begin operations requires a high level of involvement between the establishment Chairperson, this Committee, and the Councils’ project team. This process is also characterised by decreasing control for Council, as the governor and chief executive for the new WO are stood up, the company formed, the joint operating model agreed upon, and the transfer of assets occurs, leading to operations 1 July 2027. Over this time, the board can be further populated to ensure a full complement in respect of the skills matrix for the first day of operation.
- 11 Because of the criticality of this appointment, this is being prioritised before registering the company and is an approach other Councils have adopted. Although this is a slightly unusual approach, the Commitment Agreement, and the Councils’ legal obligations to deliver the WO in accordance with the Water Services Delivery Plans (WSDPs) ensure that there is sufficient structure to manage risk. It is also noted that at this stage, the Company would not be actively undertaking any activities. Further, until 31 December 2026 the WO can be directed in respect of operations or priorities by the Committee through an “interim statement of expectations”.³ This statement is able to be developed before the WO is established and is a matter for this committee alone.
- 12 Similarly, appointment of an establishment Chief Executive for the WO is critical. However, it is necessary for coherence that this employment is led by the establishment Chairperson. It is envisaged that representatives from this Committee with Officer assistance will support the establishment Chairperson in the appointment of the establishment Chief Executive. However, this appointment is the prerogative of the WO’s establishment Chairperson, and therefore this needs to be accommodated.

Discussion

- 13 To appoint directors on a competency basis requires a skills matrix to be adopted.
- 14 The matrix is for the entire Board. Appointment of the establishment Chairperson for the WO’s establishment phases will require specific skills. Later, the director appointments can complete the skills matrix requirements for the whole board. This also reflects that the company will become operational on 1 July 2027 and goes through a series of establishment phases leading up to this time.
- 15 It is proposed that the appointment process proceeds as follows:

³ See ss 225(3) and (4) Local Government (Water Services) Act 2025

- 15.1 Officers, under direction from the two Chief Executives, will undertake an inhouse led, notification for expressions of interest in being long listed as the potential establishment Chairperson
- 15.2 A long list will be developed in consultation between the two Councils Chief Executives and the Chairperson and deputy Chairperson of the Committee
- 15.3 The Committee will be consulted on a short list
- 15.4 Two Committee members from each Council, along with officers as directed, will sit on an interview panel
- 15.5 The recommended candidate will be brought to Committee for approval
- 16 Once the establishment Chairperson is appointed, it is proposed that professional talent advisors are engaged to ensure that the pool for establishment Chief Executive is suitably deep and broad. As noted above the establishment Chairperson will lead this appointment, supported by the Committee and Officers.
- 17 The company must be formed no later than 31 October 2026, and the earliest formation possible is preferred.
- 18 It is noted that Timaru District Council's experience is that appointment of directors is something that can occur through in-house resourcing. Although the director's appointment is important, the establishment Chief Executive will be expected to deliver the majority of the deliverables during establishment. For these reasons, officers recommend the above approach to these appointments.

Options and Preferred Option

- 19 Given time constraints, it is important that progressing recruitment occurs at pace.
- 20 The options for the Committee are:
 - 20.1 Adopt the skills matrix
 - 20.2 Adopt the skills matrix with amendments
 - 20.3 Request further work or advice on the skills matrix
- 21 If the skills matrix is adopted, then the Position Descriptions can be endorsed, endorsed with amendments, or further work requested.
- 22 Similarly, comment and direction on the approach is welcome.

Consultation

- 23 No additional external consultation has occurred, and none is required at this time.

Relevant Legislation, Council Policy and Plans

- 24 Local Government Act 2002
- 25 Local Government (Water Services) Act 2025
- 26 Companies Act 1993
- 27 Mackenzie and Timaru District Councils' Water Services Delivery Plans
- 28 Mackenzie and Timaru District Councils' Commitment Agreement

Financial and Funding Implications

29 There are no financial and funding implications arising from review and/or adoption of the draft documents.

Other Considerations

30 There are no further considerations.

Attachments

1. **DRAFT - Establishment Chairperson Joint Water Entity - Skills Matrix** [↓](#) 
2. **DRAFT - Establishment Chief Executive Joint Water Organisation Position Description** [↓](#) 
3. **DRAFT - Establishment Chairperson Joint Water Organisation Position Description** [↓](#) 

SKILLS MATRIX - ESTABLISHMENT CHAIRPERSON FOR MDC / TDC JOINT WATER ENTITY

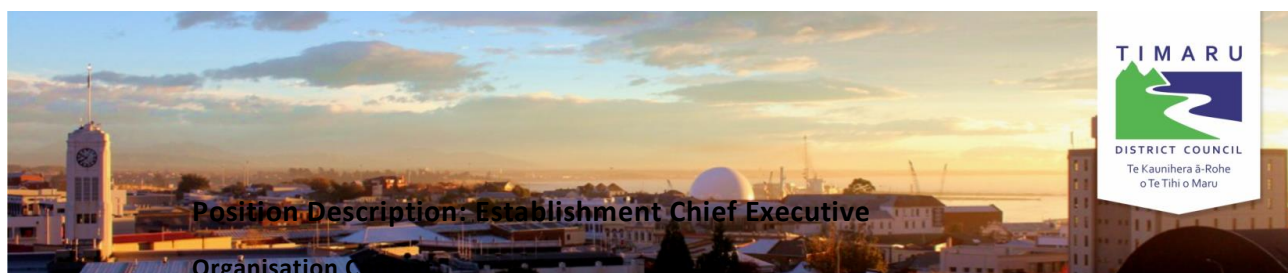
Skills / Expertise Area	Description	E / D *
Governance and Leadership	Experienced Chairperson with proven and demonstrable experience with governing complex organisations.	E
	Experience establishing a new entity / start up, leading business transformation, or managing significant organisational change.	E
	Audit & Risk Committee Chairperson capability, ideally supported by a Chartered Accountant (CA) qualification or equivalent senior-level experience in financial management, audit, or risk governance in a complex organisation.	E
	Comfortable working in ambiguity; able to shape Board processes, recruitment of a CEO and Board Members.	E
	Promotes and upholds high standards of ethical governance, integrity, and accountability in board decision-making and organisational conduct.	E
	Understands the relationship between Council as a shareholder and the joint water services CCO.	E
	Exercises independent governance judgment and decision-making, and is not a delegate or representative of Timaru District Council or Mackenzie District Council, acting solely in the best interests of the joint water services entity.	E
	Demonstrable experience and knowledge of fiduciary duties, board processes and the Companies Act 1993, and section 48 of the Local Government (Water Services) Act 2025 (LG(WS)A 2025), including its governance requirements for water services entities.	E
	Proven experience in working with mana whenua / papatipu rūnaka and demonstrates an understanding of, respect for and willingness to partner with mana whenua / papatipu rūnaka in governance contexts.	D
	Effective communication skills - impartial, diplomatic, provides free and frank advice whilst being open to robust discussions.	E
Water and Infrastructure Operations	Understands and operates within establishment governance settings, including staggered initial director terms and a maximum of two reappointments as set out in the commitment agreement.	E
	Technical, operational, regulatory, environmental, and risk management knowledge relating to drinking water, wastewater, and stormwater.	E
	Understanding of operational complexity in rural and mixed urban-rural service areas.	D
Vision, Strategy and Kaitiakitanga (Stewardship)	Experience overseeing large-scale infrastructure investment, including capital works planning, procurement, and contractor management in an asset-intensive environment.	E
	Development and implementation of vision and strategy for a new entity / start up that aligns to the Joint Shareholders Committee strategic objectives and expectations.	D
Commercial and Financial Acumen	Demonstrable ability to be able to translate complex regulatory, financial and service level expectations into plans.	E
	Strong commercial literacy; familiar with business cases, financial risk performance, investment proposals, debt profiles and LGFA financing parameters and requirements.	E

	Experience in commercial structuring, significant / major contract negotiations and supplier relationship management. Relevant to the procurement of operational systems, services and infrastructure.	E
	Demonstrated experience of working with internal audit, risk frameworks and financial assurance in a regulated or public-sector context.	E
	Governance oversight of a high performing business with a deep understanding of financial statements, economic drivers, long-term investment planning, commercial strategy, and procurement.	E
	Considers resilience, affordability and community outcomes when making strategic decisions.	D
	Understanding of climate change mitigation and adaptation, including operational and embodied emissions reduction, resilience to climate-related risks, and long-term environmental and community outcomes, into strategic and investment decision-making.	D
Regulatory, Legal and Public Accountability	Understanding of the LF(WS)A 2025, Taumata Arowai requirements, and the Commerce Commission's information disclosure and price-quality framework.	D
	Understands the Local Government Act 2002 framework for council-controlled organisations, including the roles of shareholder councils, governance responsibilities, and accountability requirements.	D
	Experience in water infrastructure governance or management with accountability to deliver quality public health outcomes to communities.	D
	Familiar with local government processes, funding structures, long-term planning, public accountability frameworks, and transparency requirements.	D
	Understands the importance of ensuring the CCO complies with consultation standards, reporting obligations and regulatory submissions	E
	Familiarity with LGOIMA, the Privacy Act 2020, and the Statement of Expectations regime applicable to a Council-Controlled Organisation. Understanding of democratic accountability expectations.	D
Asset Management	Experience overseeing Asset Management Plans, asset management and lifecycle costing for infrastructure assets including levels of service frameworks and the relationship between asset condition, investment planning and pricing strategies.	D
Community and Stakeholder Engagement	Ability to engage constructively with shareholding councils (Timaru District Council and Mackenzie District Council), and the Joint Shareholder Committee (JSC), and rural and provincial communities across the Mackenzie-Timaru region, and to communicate transparently with the public.	E
	Demonstrates an understanding of the democratic mandate of Councils and the importance of maintaining community confidence in essential water services in small and dispersed communities.	E
	Demonstrable and real world understanding of tikanga Māori, te Tiriti o Waitangi obligations, and ability to engage effectively with Māori communities and mana whenua / papatipu rūnaka within the governance and water service areas.	E
Te ao Māori, Tikanga and Partnerships with Mana Whenua / Papatipu Rūnaka	Understands tikanga, Te Tiriti o Waitangi considerations and te ao Māori perspectives on water as a taonga.	E
	Ensures board-level decision-making and behaviours reflect tikanga Māori, uphold Te Tiriti o Waitangi obligations, and support respectful, enduring partnerships with mana whenua.	E

	Understands relevant statutory context, including the Ngāi Tahu Claims Settlement Act 1998 (which provides for the settlement of historical Treaty claims and ongoing statutory recognition of Ngāi Tahu rights and relationships), in governance and engagement with mana whenua / Ngāi Tahu rūnaka.	D
<i>Risk Management and Health and Safety</i>	Experience in identifying, assessing, and overseeing strategic and operational risk, including business continuity, cyber risk, natural hazard risk, and insurance strategy.	D
	Understanding of governance-level H&S obligations under the Health and Safety at Work Act 2015 as applied to an infrastructure operator with a field-based workforce.	E
	Experience governing in a high-risk operational environment.	D
	Promotes psychological and physical wellbeing within both Board and the organisation.	E
<i>Environmental and Resource Management</i>	Awareness of resource consent obligations applicable to water take and discharge activities, and the environmental performance expectations and standards of Taumata Arowai and regional plans.	D
<i>People and Organisational Development</i>	Understanding of employment obligations, workforce planning, and people management at governance level. Knowledge of staff transfer processes under Schedule 1, Part 1, LG(WS)A 2025 is advantageous for initial director	D

* E = Essential

* D = Desirable



Mackenzie and Timaru District Councils have jointly established a Council Controlled Organisation (CCO) to deliver drinking water and wastewater services, and to provide contracted stormwater services back to the shareholding councils.

The organisation operates in a highly regulated, asset-intensive, and publicly accountable environment, with oversight from regulators including the Department of Internal Affairs (DIA), Taumata Arowai, and the Commerce Commission. It is accountable to its Shareholder Councils, customers, regulators, Mana whenua, and the wider community.

The establishment Chief Executive (CE) role is critical to standing up the organisation, transitioning services, systems, people, and assets, and positioning the entity for effective, sustainable steady-state operations, working to the parameters as set out in the Interim Statement of Expectation.

Purpose of the Role

The establishment CE is responsible for leading the successful establishment, transition, and early operations of the Joint Water Organisation. The role provides overall executive leadership, implements Board direction, builds organisational capability and culture, and ensures the organisation meets its statutory, regulatory, service delivery, and public accountability obligations from day one.

The Establishment CE operates across both establishment and early steady-state phases, with a strong focus on readiness, transition risk, stakeholder confidence, and long-term sustainability.

Reporting Relationship

- Reports to: Board of Directors (via the Chairperson)
- Direct reports: As determined through the establishment organisational structure

Key Responsibilities

Governance and Board Support

- Act as the principal advisor to the Board, providing high-quality, timely, and strategic advice across establishment and operational matters.
- Implement Board-approved strategy, Statement of Expectations, policies, and decisions.



- Maintain a clear and effective governance–management interface, ensuring appropriate delegation, transparency, and accountability.
- Support the Board during establishment with robust reporting on progress, risks, readiness, and performance.

Establishment and Transition Leadership

- Lead the establishment of the organisation’s operating model, systems, policies, governance frameworks, and organisational structures.
- Plan and deliver the transition of water services, assets, people, data, and contracts from the Shareholder Councils (or other entities) into the new organisation.
- Identify, manage, and mitigate establishment and transition risks, including operational continuity, regulatory compliance, workforce impacts, and reputational risk.
- Ensure the organisation achieves operational readiness in line with agreed milestones and statutory timeframes.

Strategy, Performance, and Service Delivery

- Develop and implement the organisation’s strategic and operational plans, balancing short-term establishment priorities with long-term outcomes.
- Ensure delivery of safe, reliable, compliant, and customer-focused water services from commencement.
- Monitor and report on organisational performance, service levels, and outcomes during establishment and early operations.
- Embed a culture of continuous improvement, accountability, and performance management.

Regulatory Compliance and Assurance

- Ensure full compliance with all applicable legislation, regulations, standards, and regulatory determinations relevant to water service providers and CCOs.
- Maintain effective relationships with regulators including Taumata Arowai, the Commerce Commission, and DIA.
- Ensure robust assurance frameworks are established, including risk management, internal controls, health and safety, and audit readiness.

Financial and Commercial Management

- Lead financial planning, budgeting, and financial management through establishment and early operations.
- Ensure financial decisions support both establishment needs and long-term affordability, resilience, and sustainability.

- Oversee capital investment planning, asset management, and funding arrangements.
- Ensure appropriate financial controls, policies, and reporting systems are established and maturing over time.

People, Culture, and Capability

- Lead the transfer of staff to the WO in line with the Local Government (Water Services) Act 2025.
- Establish the organisation’s purpose, values, culture, and standards of behaviour, aligned with public sector expectations.
- Build a capable, values-led leadership team and workforce to support establishment and ongoing operations.
- Ensure effective workforce planning, employment arrangements, and people systems are in place.
- Provide strong leadership on health, safety, and wellbeing, ensuring legal compliance and a safe workplace.

Stakeholder and Relationship Management

- Build and maintain trusted relationships with Shareholder Councils, customers, Mana Whenua/Iwi, regulators, and key partners.
- Uphold and embed Te Tiriti o Waitangi principles (Partnership, Participation and Protection) by fostering genuine partnerships with Iwi/Mana Whenua/Papatipu Rūnaka and supporting equitable outcomes.
- Represent the organisation effectively in public, political, and sector forums.
- Protect and enhance the organisation’s reputation and public trust during establishment and beyond.

Key Relationships

Relationship	Purpose of Relationship
Board of Directors	<ul style="list-style-type: none"> • Provide advice, implement direction, support effective governance, and ensure transparency and accountability.
Joint Services Committee	<ul style="list-style-type: none"> • Deliver agreed services and outcomes, support transition arrangements, and maintain alignment on priorities and public value.

Shareholder Councils	<ul style="list-style-type: none"> Deliver agreed services and outcomes, support transition arrangements, and maintain alignment on priorities and public value.
Regulators (Taumata Arowai, Commerce Commission, DIA)	<ul style="list-style-type: none"> Ensure compliance, maintain constructive engagement, and manage regulatory risk during establishment and operations.
Customers and Community	<ul style="list-style-type: none"> Deliver safe, reliable services and maintain trust through transparent communication and responsiveness.
Mana Whenua / Iwi	<ul style="list-style-type: none"> Build enduring, respectful partnerships and support Māori participation and outcomes in water services.
Executive Leadership Team	<ul style="list-style-type: none"> Build capability, alignment, and performance across establishment and ongoing operations.

Person Specification

Experience and Knowledge

Essential	Desirable
Proven experience as a Chief Executive Officer or in a senior executive leadership role within complex, publicly accountable or regulated environments.	Experience in water, utilities, environmental services, or local government environments.
Demonstrated experience leading organisational establishment, large-scale transition, or transformation programmes.	Experience engaging with economic, safety, or environmental regulators.
Strong understanding of public sector or CCO governance, including governance–management boundaries.	
Experience working with or alongside Iwi/Māori and advancing Te Tiriti-based approaches.	
Experience with infrastructure-intensive, asset-based, or essential services organisations.	

Skills and Capabilities

- Strategic leadership with the ability to balance immediate establishment demands and long-term outcomes.
- Strong commercial and financial acumen.
- Highly developed risk management and problem-solving capability.
- Excellent communication and relationship management skills.
- Personal resilience, adaptability, and sound judgement in complex and evolving environments.

Personal Attributes

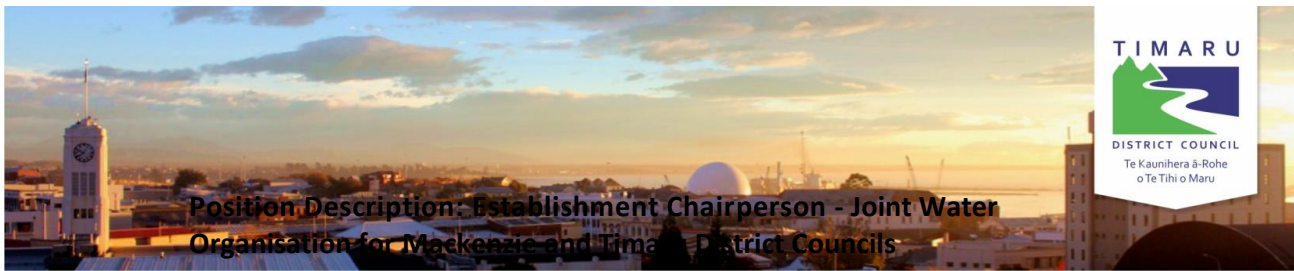
- High integrity and commitment to public value and accountability.
- Collaborative, inclusive, and values-led leadership style.
- Political neutrality, and ability to manage public and political exposure.
- Confidence to lead through ambiguity and change.
-

 [Managers Name]
[Job Title]

 [Employees Name]
[Job Title]

Date

Date



Organisation Context

Mackenzie and Timaru District Councils have joined together to create a new Joint Water Organisation. The organisation will be a Council Controlled Organisation and in addition to providing drinking water and wastewater services, will also provide contract services back to the Mackenzie and Timaru District Councils in respect of their stormwater assets.

The organisation operates in a highly regulated, asset intensive, and publicly accountable environment, consistent with expectations set by the Department of Internal Affairs (DIA), Taumata Arowai, the Commerce Commission, and the shareholding Councils. It is accountable to its Shareholder Councils, regulators, customers and the wider community including important stakeholders such as, Mana whenua, and is expected to demonstrate strong public sector governance, transparency, prudent financial management, and effective risk and performance oversight throughout both establishment and ongoing phases.

Directors are appointed to provide objective judgement, complementary skills, and governance experience relevant to both organisational establishment and steady state operations. They are required to act in the best interests of the- organisation as a whole, while recognising the distinct ownership interests, statutory responsibilities, and strategic outcomes sought by both Shareholder Councils.

Purpose of the Role

The Establishment Chairperson will contribute to the set up and implementation of the effective governance of the joint water organisation by providing independent, strategic, and informed oversight across the establishment phase of the joint water entity.

The role supports the Board to:

- Set and review strategic direction and long term outcomes
- Oversee organisational performance as the entity transitions from establishment to maturity
- Ensure legislative and regulatory compliance at all stages of development
- Identify, manage, and monitor strategic and operational risks, including those specific to establishment and change
- Balance affordability, service levels, resilience, environmental outcomes, and community expectations over the short and long term



Key Responsibilities**Governance and Stewardship**

- Act in accordance with the organisation's statutory obligations, constitution, shareholder expectations, and Board policies.
- Act honestly, in good faith, and in the best interests of the organisation at all times.
- Exercise independent judgement while upholding collective Board responsibility for decisions.
- Ensure the organisation meets its accountability obligations to Mackenzie District Council and Timaru District Council during both establishment and ongoing operations.

Strategy and Performance

- Contribute to the development, monitoring, and review of the organisation's strategic direction, statement of expectations, and long term and annual -plans.
- Provide oversight of organisational performance during establishment, including progress against milestones, readiness measures, and transition risks.
- Oversee ongoing performance against agreed service levels, financial targets, and non-financial outcomes.
- Ensure decisions appropriately balance service delivery, asset management, financial sustainability, environmental protection, and community expectations through all phases of the organisation's lifecycle.

Risk, Assurance, and Compliance

- Oversee the organisation's frameworks for identifying and managing strategic, operational, financial, safety, environmental, and reputational risks.
- Pay particular attention to risks associated with organisational establishment, transition, and change.
- Ensure compliance with all statutory timeframes, relevant legislation, regulations, standards, and regulatory determinations applicable to water service providers and council-controlled entities.
- Support effective audit, risk, and assurance processes, including engagement with external auditors and regulators.

Financial Oversight

Establishment Chairperson – April 2026

- Provide oversight of financial strategy, funding arrangements, debt and investment decisions, and long term- affordability.
- Review and approve budgets, financial statements, and significant capital investment proposals.
- Ensure financial decision making supports both establishment needs and long- term financial sustainability.
- Confirm appropriate financial controls, internal policies, and prudential management practices are in place and maturing over time.

Organisational Values

- Establish the organisational purpose, values and standards of behaviour, ensuring alignment with the organisational strategy and the desired culture of the organisation.

Health, Safety, and Environmental Stewardship

- Provide strategic leadership on health, safety and environmental matters, approve policies, ensure sufficient resources and hold management accountable for ensuring a safe and sustainable workplace, ensuring compliance with legal obligations that protect workers, contractors and the environment.

Stakeholder Accountability

- Support effective and transparent engagement with stakeholders, including customers, community representatives, Mana Whenua/Iwi, regulators, and Shareholder Councils.
- Uphold, embed and strengthen Te Tiriti o Waitangi principles (partnership, participation and protection) in all governance decisions, by ensuring the organisational strategy enhance Māori self-determination (rangatiratanga) and foster genuine partnerships with Iwi/Māori, ensuring equity in outcomes.
- Protect and enhance the organisation’s reputation, credibility, and public trust during establishment and as a mature service provider.

Board Effectiveness

- Prepare thoroughly for and actively participate in Board and committee meetings.
- Contribute constructively to Board deliberations, collective decision making-, and performance evaluation.
- Serve on Board committees as required, including those with an establishment, audit, or risk focus where needed.

- Commit to ongoing professional development in governance and the water sector.

Key Relationships

Relationship	Purpose of Relationship
Water Organisation Directors	<ul style="list-style-type: none"> • Enable effective collective governance, robust debate, and shared accountability for Board decisions. • Align on strategy, risk appetite, and performance expectations across establishment and steady-state. • Provide mutual support on committee work, board culture, and continuous improvement/evaluation.
Water Organisation Chief Executive	<ul style="list-style-type: none"> • Maintain a clear governance–management interface: set expectations, delegate appropriately, and avoid operational direction. • Provide oversight and challenge of performance, delivery against milestones, and organisational capability-building. • Support the CE through clarity of strategic direction, approvals, and timely decisions, including during transition/change.
Shareholder Councils	<ul style="list-style-type: none"> • Ensure accountability for delivery against the Statement of expectations and public value outcomes. • Provide transparent performance, risk, and financial reporting and respond to shareholder queries. • Build and maintain a constructive relationship to support alignment on priorities, especially during establishment and any future changes.
Customers	<ul style="list-style-type: none"> • Ensure customer interests are reflected in Board oversight of service levels, affordability, reliability, and responsiveness. • Maintain trust and legitimacy through transparent performance reporting, complaints insight, and customer-focused decision-making.

	<ul style="list-style-type: none"> • Support continuous improvement by using customer feedback to guide priorities, investment decisions, and risk management.
Commerce Commission	<ul style="list-style-type: none"> • Ensure compliance with economic regulation (e.g., information disclosure, price-quality requirements, and regulatory determinations as applicable). • Provide governance assurance that pricing, investment, and performance decisions balance affordability with sustainable, efficient service delivery. • Maintain effective regulatory engagement through accurate reporting, timely responses, and proactive management of regulatory risk.
Taumata Arowai	<ul style="list-style-type: none"> • Ensure compliance with drinking-water regulatory requirements and demonstrate strong safety, quality, and risk-management oversight. • Provide governance assurance that the organisation has appropriate systems, resourcing, and culture to meet water quality standards and protect public health. • Support constructive regulator engagement including transparent reporting, audit/assurance readiness, and timely response to guidance or enforcement actions.
DIA	<ul style="list-style-type: none"> • Maintain governance-level accountability and transparency consistent with DIA expectations, including oversight of reporting, assurance, and public accountability settings.
Mana Whenua	<ul style="list-style-type: none"> • Actively build and maintain enduring, respectful, and transparent relationships with Iwi/ Mana Whenua. • Actively build and maintain enduring, respectful, and transparent relationships with Papatipu Rūnaka located within the Timaru and Mackenzie districts • Ensure that engagement with Papatipu Rūnaka/Iwi/Mana Whenua is appropriate, timely, and authentic, with clear pathways for input into decision making.

Person Specification

Experience and Knowledge

Essential	Desirable
<p>Demonstrated experience in senior governance roles (Board or equivalent), or extensive executive -level leadership with strong governance exposure and demonstrated people leadership and relationship building.</p>	<p>Experience relevant to either or both of the following contexts:</p> <ul style="list-style-type: none"> • Organisational establishment, transition, or transformation • Ongoing governance of infrastructure intensive- or essential services
<p>Sound understanding of good governance practice in complex, publicly accountable, or regulated environments</p>	<p>Experience in one or more of the following areas:</p> <ul style="list-style-type: none"> • Water, utilities, or environmental services • Infrastructure or asset intensive- organisations • Local government or council-controlled organisations • Financial management, audit, risk, or investment oversight • Regulatory or policy d-riven environments

Skills and Capabilities

- Strategic thinking capability with the ability to operate across short term establishment priorities and long- t-erm outcomes.
- Ability to analyse complex, technical, and evolving information and exercise sound judgement.
- Financial literacy sufficient to understand financial reports, business cases, and investment proposals.
- High ethical standards and a strong commitment to integrity, transparency, and public accountability.
- Effective communication and interpersonal skills, with the ability to work constructively in a collective governance setting.

Personal Attributes

- Independence of thought and the confidence to provide constructive challenge.
- Collaborative, respectful, and professional approach.
- Commitment to public value, environmental stewardship, and high-quality service outcomes for communities.

Independence and Conflicts of Interest

- The establishment Chairperson must meet independence criteria as defined by relevant legislation, shareholder expectations, and Board policy.
- The role requires the proactive identification, declaration, and appropriate management of any actual, potential, or perceived conflicts of interest.

Time Commitment and Term

- The role requires attendance at scheduled Board meetings, committee meetings, workshops, and adequate preparation time.
- The term of appointment is two years and any eligibility for reappointment is subject to the organisation’s constitution, shareholder agreements, and relevant legislation, and are intended to support continuity across establishment and ongoing operational phases.

 [Managers Name]
[Job Title]

 [Employees Name]
[Job Title]

Date

Date

7 Consideration of Urgent Business Items

8 Consideration of Minor Nature Matters